
Editorial Board

Chief Patron and advisor:

Dr. J K Goyal
Director, JIMS

Editor:

Ms. Deepti Kakar
Associate Professor, Department of Management, JIMS

Student Support:

All students of PGDM 2013-15 and PGDM 2014-16 led by
Himanshi Saini, Tanya Marwah and Ankita Nagpal

EDITORIAL

The air of hope is around. It is not new, but it has infused freshness in the lives of all Indians. The hope is for a change – a change that would declutter the complications, simplify the complexities, clean up the dirt, rebuild the momentum and recharge most of the systems and sub-systems so as to begin the journey again. The new rule at the Centre is being looked up to bring more governance and minimize the Government.

With the hope of our expectations moving into realities, we continue making our small contributions. I present this year's Eldorado to all our readers with the same hope. As in the past, student efforts and contributions have made the volume a reality. A big 'thank you' to all of them!

Divided into six sections, the coverage of articles ranges from the application of business concepts to the idea of life's pace captured in the form of poems. The first section 'Businesses' is a sub-collection of six corporate practices while the second section on 'Concepts in-vogue' discusses some new ideas being put to test in the field of business such as public-private-partnership and also some worrisome issues like terrorism. The next section gives a blueprint of the Indian economy such as the retail sector and some initiatives like Swachch Bharat Abhiyan. The fifth section reflects the philosophical and somber side of the contributors. The last section is students' collection of thoughts put in the form of words that may or may not rhyme, but they showcase feelings that are relatable and pure for sure.

Happy reading!

Ms. Deepti Kakar
Editor, Eldorado

Table of Contents

1. Businesses

- a. Amway
- b. Marketing Strategies of Bajaj Auto Limited
- c. Hindustan Unilever Limited
- d. ITC Limited
- e. Radio Industry
- f. TATA-SIA Joint Venture

2. Concepts in-vogue

- a. Globalization and human development
- b. Changing role of HR as business/strategic partner
- c. Indian Philosophy and management
- d. Public Private Partnership
- e. Global issues- terrorism and racism
- f. To skip or not to skip
- g. International trading blocs

3. Homeland Profile

- a. FDI and its presence in India
- b. Indian retail industry
- c. Jai ho mangal ho...
- d. Long way to go: Manufacturing Sector in India
- e. Poverty in third world countries is due to prosperity in First world countries
- f. Skill development
- g. Swachch Bharat Abhiyan
- h. Unemployment

4. People at work

- a. Change management at TATA Motors
- b. Employee engagement
- c. Fun at work
- d. Glass ceiling
- e. Performance Management System at ONGC
- f. Women Folk

5. Philosophical Strands

- a. Do you believe in rebirth...??
- b. Impossible to fail, if you dare to try
- c. Life of a Prostitute - with reference to Umrao Jan Ada
by Mirza Adi Ruswa
- d. Love for my father

6. Poems

- a. A journey
- b. A moment
- c. College days
- d. Nature
- e. Reality of life
- f. Those were the days...

BUSINESSES

AMWAY

*Compiled by - Sharika Bagai, Siddharth Kandwal, Somya Choudhary,
Ujala Gupta, Vishal Dugar
PGDM (2014-16)*

Introduction

Amway (short for American Way), a member of DSA, is an American company using multi-level marketing techniques, that sells a variety of products, primarily in the health, beauty and home care markets. It was founded in 1959 by Jay Van Andel and Richard DeVos.

It conducts business through a number of affiliated companies in more than a hundred countries and territories around the world. It was ranked No.114 among the largest global retailers by Deloitte in 2006, and No.25 among the largest private companies in the U.S. by *Forbes* in 2012, but has been frequently termed a pyramid scheme or fraud by critics, a claim Amway disputes. The mission of the company reads - Through the partnering of Distributors, Employees, and the Founding Families, and the support of quality products and service, they offer all people the opportunity to achieve their goals through the Amway Sales and Marketing Plan. The vision is to be the 'best business opportunity' in the world.

Timeline of the Company

1950s – Amway begins in Ada, Michigan. Founders Jay Van Andel and Rich DeVos coined Amway as an abbreviation for “American Way”.

1960s – The Amway Business philosophy begins to expand, in geography, sales and product offering.

1970s – Amway acquires Nutrilite, adds 8 more international markets, and the world headquarters to almost 1 million sq. ft.

1980s – The Amway Opportunity reaches an additional 20 countries through the power of more than 1 million distributors

1990s – Amway expands into 33 additional markets around the world, including China and South Africa. Through the efforts of our distributors, employees and partners around the world, Amway would more than double its size during the decade.

2000s – The new millennium would bring new partnerships, new innovations and new efforts to help Amway achieve its vision of Helping People Live Better Lives.

2010s – Amway continues to impact the lives of people around the world using new communication technologies and social media tools. Strong sales lead to global manufacturing expansion and new company milestones.

SWOT Analysis

Strengths

- Global One by One Campaign for Children
- Retail sales worldwide increasing considerably
- Ranked as America's top 30 largest privately held company
- Has presence in more than 80 countries with more than 3 million business owners
- Offers 115 products in five categories of personal care, home care, nutrition and wellness, cosmetics and gift catalogue. Its product lines include home care products, personal care products, jewellery, electronics, Nutrilite dietary supplements, water purifiers, air purifiers, insurance and cosmetics.
- Range of consumers is very large from babies to elder , women are the main consumers
- Far reaching out customer-base

Weaknesses

- Only mode of availability of products is online and business agents, hence missing out on retail sales
- Products are somewhat on the costlier side
- Not much of TV advertisement or brand ambassador. Only mode of communication is word-of-mouth

Opportunities

- Increase the availability of product in international markets
- Using various medium of communication like it is international brand; online can be a good platform
- Can tie up with chains of beauty salons and health experts

Threats

- Increasing competition in both national and international markets
- Switching cost is low
- Replacement by local products

Amway Sales and Marketing Plan

The Amway Sales and Marketing Plan is a low risk, business opportunity that is open to everyone. It allows you to build your business through retailing products and sponsoring other people who, in turn, can retail products and offer the business opportunity to others. By passing your sales and marketing knowledge to your developing team, you not only build your own business network but also enable others to build one of their own.

The core of the Amway Sales and Marketing Plan's income opportunity is the sale of quality AMWAY products to retail customers. As your Amway business grows, the rewards you earn grow in proportion. It does not compensate anybody for simply recruiting others as Amway Business Owners.

Types of Marketing Strategies

Direct Selling

In direct selling, the sale is the culmination of many marketing activities which involve matching customer requirements to the goods or services offered. The main benefit of this form of selling is that it allows distributors to focus on individual customers and their needs. Here two points are to be considered:

- Communicate directly with customers and prospects through mail, email, texts, fliers and other promotional material.
- Advertise and promote your products and services to customers using a range of digital devices including computers, smart phones, and tablets.

The starting point for any kind of direct selling activity is the preparation. Anybody involved in direct selling should be fully trained and familiar with all aspects of the product and customer needs. It is important to remember that consumers have many choices in the market-place and are better informed than ever of these choices. Preparation is therefore increasingly important for Amway's distributors.

Independent Business Owners

IBO's deal directly with Clients, build personal relationships and deliver direct to Clients' homes. IBOs are highly motivated; selling to people they know or meet. The personal contact and care that they provide is an important element in direct selling. IBO's are self-employed and can introduce others to the business, and so form their own sales network.

Market Development or Market Extension

- Involves taking existing products into completely new markets.
- Has developed a structure known as the IMC model. This increases the number of ways through which people can become involved in the Amway business.
 - I - Independent Business Owners (IBOs)
 - M - Members
 - C - Clients (customers) of the IBOs.
- Members are allowed to purchase Amway products at a price equivalent to that paid by IBOs, but do not participate in the Amway Sales and Marketing Plan. They are a new type of 'customer' who deal directly with Amway.

Diversification

- Diversification usually requires a company to acquire new skills, new techniques and new facilities implying significant investment.
- Amway created an on-line business opportunity called 'AMIVO' to support and enhance its traditional business with the help of internet.
- The European platform of AMIVO was first launched within the UK to provide a one-stop office for IBOs. IBOs can use AMIVO for:
 - Communicating quickly
 - Ordering products from their home 24X7
 - Communication tool to promote their business
 - Keeping track of their business status
 - Recognising IBO business achievement.

The Personal Touch

The Amway product range covers many consumable items which most people have in their homes and the quality of its products is considered to be the organisation's driving force. It is committed to ongoing research and development. Changing lifestyles, demographics and economic recession have all been factors influencing the growth for direct selling. It thus, provides people with business opportunities across the globe.

With low risk and low capital investment, it provides people with the opportunity to achieve and to improve their lives. As a leading player in the world of direct selling, Amway is helping to 'clean up' the industry and provide a valuable and acceptable form of product distribution. In an impersonal fast-moving world driven by technology, Amway provides the personal touch.

Person-to-person marketing

This type of direct selling involves matching a consumer's needs with the goods and services offered. The better the match, the more lasting is the relationship between the seller and the buyer.

Market Matrix

Market Penetration

- Due to direct selling, the company has created an immediate channel to the marketplace that offers customers a good service, while at the same time providing business opportunities for individuals.
- Special incentives enable IBO's and end consumers to take advantage of particular offers at certain times of the year and these incentives have also helped to increase market penetration.
- There are also special events such as Leadership Training Seminars which enable IBO's to spend time with others involved in the business and to learn about 'best practice' from each other thereby sharing ideas.

Product Development

- Highly important for products that have comparatively short life-cycles.
- An appropriate strategy where an organisation is strong in R&D.
- Due to strong links, Amway formulates, designs and develops new products to meet customer needs and expectations within the global marketplace.

-
- Within Amway there are approx 500 active research and development projects in progress at any one time (having a staff capacity of 575 in research processes).
 - Currently holds more than 380 patents internationally and has approximately 430 patents pending. Within its product development programme, Amway's technical teams use the company's customer base to monitor and test new product ideas.

Amway's Communication Channels

Corporate Events

- Face-to-face communication at a range of events helps Amway and its distributors to get to know each other and these are also useful for relaying messages, giving advice and generating personal discussion.
- Pace Setter - a reward incentive to help new and existing distributors reach the 6 bonus level within three consecutive calendar
- Leadership Seminar - where distributor leaders who have achieved a target criteria set by Amway, travel for a seven day trip with compliments of Amway to some of the world's finest beach locations and hotels where they attend a number of business sessions and exchange thoughts and ideas with corporate staff.

Training

Training builds the skills and knowledge of distributors and therefore improves competence levels. For Amway, every personal has to -

- Identify the skills and knowledge necessary for distributors to carry out their role
- Acquire product knowledge
- If one distributor gains the knowledge about the product, he is given advance knowledge and trained; thus helping others who are fresher in their training.

Lines of sponsorship

- Amway is essentially a people-based business - without people, the business cannot expand. The business of each distributor grows via new customers and through the sponsorship of new distributors.

-
- Established distributors are involved in helping newly sponsored associates to merchandise Amway products. Distributor groups meet to discuss company procedures and their goals.
 - The groups also discuss new product launches and promotions, the administration of their businesses and support new and existing distributors.

Publications

- Amagram - This magazine is mailed directly to all Amway distributors in the UK, the Republic of Ireland and Channel Islands. It communicates information about new products, promotions, community news, distributor events and recognitions as well as news of other affiliates throughout the Amway world. It also helps distributors understand the philosophy by which the business operates and the legislation regulating the Direct Selling Industry.
- Diamond & Leaders' News - It communicates special information to leading distributors. It may involve providing them with information which they need to pass down to other distributors or it could provide top distributors with 'elite' information such as the previews of launches or any changes in policy which only applies to this group, at a particular time.
- Newsgram and WAD (Warehouse Authorised Distributor) Bulletin - Its purpose is similar to Diamond News, focussing on target customers.

Other channels

The circumstances under which a business communicates constantly change. Organisations have to constantly review their communication systems to ensure the correct messages are transmitted in the correct way to the required audiences. For Amway, there are different communication media required for a range of purposes. For example:

- Direct distributors are targeted via a monthly mail-out
- Packing slips have short messages printed on them
- A telephone team at the Amway Information Centre handles ongoing enquiries
- Interactive website containing information about opportunities, products and association

BCG Matrix of Amway

Boston Consulting Group (BCG) Matrix is a four celled matrix (a 2 X 2 matrix) developed by BCG, USA. It is the most renowned corporate portfolio analysis tool. It provides a graphic representation for an organization to examine different businesses in its portfolio on the basis of their related market share and industry growth rates. It is a two dimensional analysis on management of SBU's (Strategic Business Units). In other words, it is a comparative analysis of business potential and the evaluation of environment.

Question marks: Question marks represent business units having low relative market share and located in a high growth industry. They require huge amount of cash to maintain or gain market share. They require attention to determine if the venture can be viable. In case of Amway, the product corresponds to – 'Amway Cleaning Products'

Star: Stars represent business units having large market share in a fast growing industry. They may generate cash but because of fast growing market, stars require huge investments to maintain their lead. Net cash flow is usually modest. In case of Amway, the product corresponds to – 'Attitude Products', 'Lotion Face-wash'.

Cash Cows: Cash Cows represent business units having a large market share in a mature, slow growing industry. Cash cows require little investment and generate cash that can be utilized for investment in other business units. These SBU's are the corporation's key source of cash, and are specifically the core business. In case of Amway, the product corresponds to – 'Health Supplements – Cal mac D'

Dogs: Dogs represent businesses having weak market shares in low-growth markets. They neither generate cash nor require huge amount of cash. Due to low market share, these business units face cost disadvantages. These business firms have weak market share because of high costs, poor quality, ineffective marketing, etc. Unless a dog has some other strategic aim, it should be liquidated if there are fewer prospects for it to gain market share. Number of dogs should be avoided and minimized in an organization. In case of Amway, we found no product under this head, as all products offered by the company are prevalent in the market and are also well known.

Conclusion

In today's highly competitive environment, an organisation has to develop a business strategy that provides a strategic fit between its resources and the changing business environment.

This study illustrates how Amway has continued to develop by using a range of strategies based upon Ansoff's product/market matrix. These strategies have enabled Amway to build its business by continuing to broaden its customer base and enhance the service it offers to Independent Business Owners, Members and Clients.

References

<http://businesscasestudies.co.uk/amway/using-communications-to-develop-business-opportunities/choosing-the-communication-channel.html#axzz3CM8xc48k>

<http://businesscasestudies.co.uk/amway/#axzz3Cn0DO5Yt>

<http://businesscasestudies.co.uk/amway/developing-competitive-marketing-strategies/introduction.html#axzz3Cn0DO5Yt>

<http://businesscasestudies.co.uk/amway/developing-competitive-marketing-strategies/introduction.html#axzz3Cn0DO5Yt>

<http://businesscasestudies.co.uk/amway/reaching-customers-through-direct-selling/amway-mission.html#axzz3Cn0DO5Yt>

<http://www.managementstudyguide.com/bcg-matrix.htm>

Marketing Strategies Of Bajaj Auto Limited

Compiled by Amit Jain, Tushar Singh, Bevan Gideon, Mohit Ahluwalia, Gursagar Singh

PGDM (2014-16)

Introduction

The Bajaj group is amongst the top 10 business houses in India founded in 1926. Bajaj Auto, is ranked as the world's fourth largest two- and three- wheeler manufacturer. Bajaj auto is well-known across several countries in Latin America, Africa, Middle East, South and South East Asia. It is based in Pune, Maharashtra, with plants in Waluj near Aurangabad, Akurdi and Chakan, near Pune. Bajaj auto makes and exports motorcycles and the auto rickshaw.

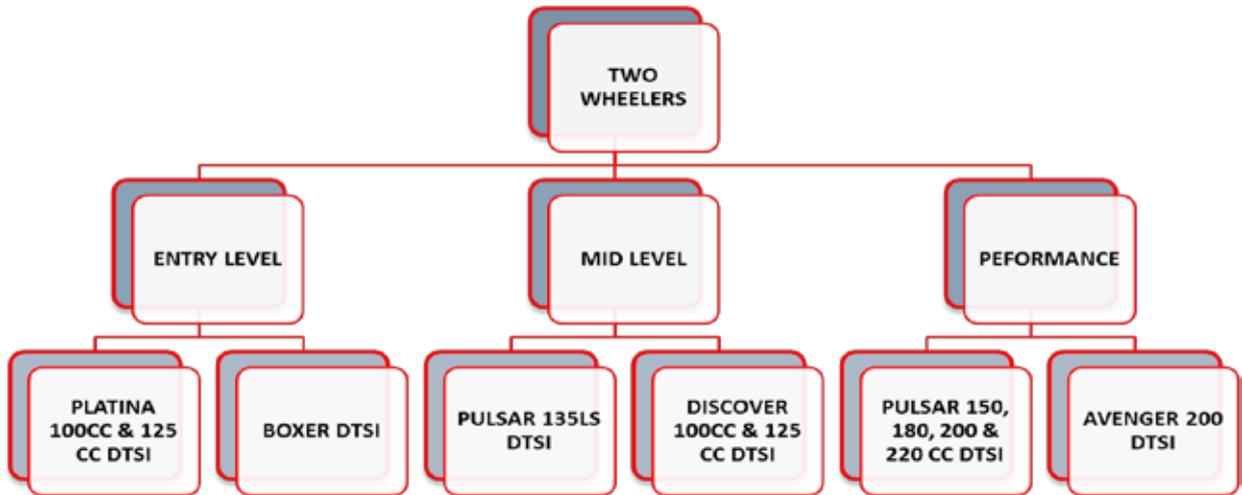
Operations - India

The registered head office of Bajaj Auto is in Akurdi, Pune. Bajaj Auto has in all three plants, two at Waluj and Chakan in Maharashtra and one plant at Pant Nagar in Uttaranchal, Western India. They have a joint venture with Kawasaki Heavy Industries of Japan & KTM Austria. Bajaj auto has extensive network OF two wheelers, three wheelers and service centers across India. Bajaj auto also has "Bajaj pro-BIKING showrooms" for high end bikes.

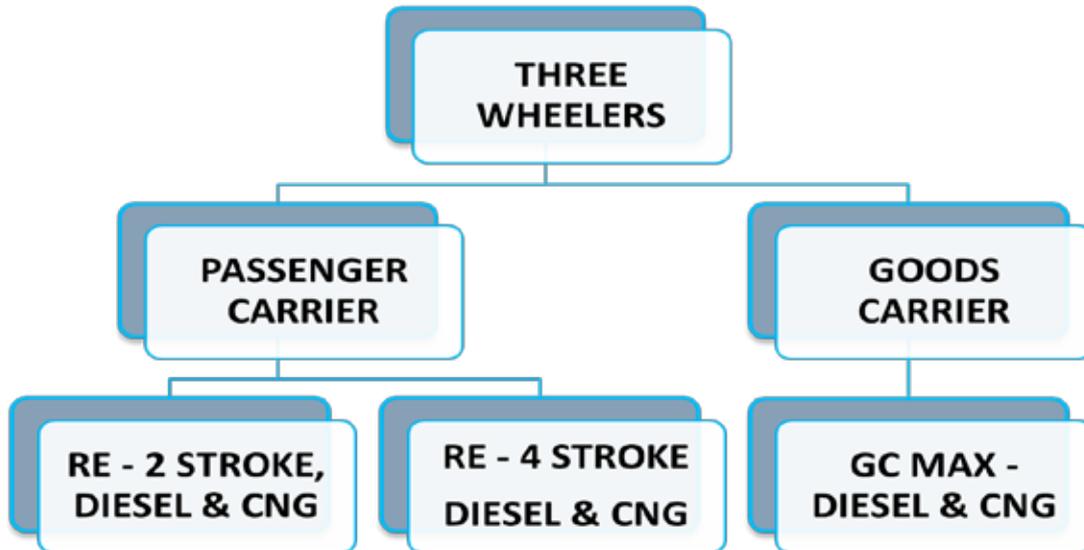
Operations - abroad

Bajaj is present in over 50 countries all over THE globe. They have a dominant presence in Africa and Latin America with increasing market share every year. They are the market leader in 2-wheelers in Sri Lanka, Bangladesh, Colombia and Central America. They have 1.58 million Units exported in 2013-14, an increase of over 2.5% over the previous year. They are the largest exporter of three wheelers in the world with 254,400 units exported in 2012-13.

Product Portfolio (2-Wheeler)



Product Portfolio (3-Wheeler)



BCG Matrix

		MARKET SHARE	
		High	Low
GROWTH RATE	HIGH	<p>Stars</p>  <p>Pulsar 200NS and 220cc Discover 100M</p>	<p>Question marks</p>  <p>Discover 150F & 150S, RC 200cc & 390cc</p>
	LOW	<p>Cash Cows</p>  <p>Platina Pulsar 150 CT 100</p>	<p>Dogs</p>  <p>Avenger Kristal Pulsar 200</p>
		High	Low

QUESTION MARKS - Products like new discover 150s & 150f are in question marks category as they are into introduction stage of their product life cycle, because they are completely new products, it is not sure whether they will be successful or not.

STARS - Products like pulsar 200ns and discover 100m are in their growth stage of product life cycle and are highly acceptable among consumers and pulling huge numbers of sales every month. But there is still more penetration level possible in market for these products.

CASH COWS - Bajaj autos highly successful products like pulsar 150 and Platina are already in their maturity stage and pull huge numbers every month without any substantial marketing or promotion.

DOGS - Products like Kristal, Avenger & Pulsar 200 were not been very successful and having short product life cycle, met their declining stage very early.

Marketing mix

Product mix - According to Phillip Kotler, "a product is a bundle of physical services and symbolic particulars expected to yield satisfaction or benefit to the buyer."

- PULSAR for mid-range performance seekers.
- DISCOVER for entry level performance segment buyers
- AVENGER for long touring.
- PLATINA for budget and mileage conscious buyer.

Price mix - According to Phillip Kotler, "Price is the only element of marketing mix that produces revenue, all the other elements i.e. product, place and promotion products costs." With a broad range of products available under Bajaj's roof, pricing segment covers buyer of all income segments.

- Lower middle class - ≤ 50000 (BOXER, CT100)
- Upper middle class - ≤ 70000 (DISCOVER, PLATINA)
- High income class - ≥ 80000 (PULSAR, DUKE, RC)

Promotion mix - According to Phillip Kotler, "Promotion encompasses all the tools in the marketing mix whose major role is persuasive communication."

- Bajaj Uses All Media Channels Like Print, Electronic Outdoor For Promotion.
- Bajaj Also Hold Events like Music & Stunt Shows throughout the year in colleges and institutions.
- Television Commercials, Ads in Newspapers & Magazines.
- Celebrity Endorsement.
- Test-drives at Showrooms.

Place mix - According to Phillip Kotler, "Marketing channels can be viewed as sets of inter dependent organizations involved in the process of marketing product or service available for use or consumption."

Bajaj has distribution channels spread across India and around 50 countries all over the world. In India, they have distribution network includes 485 dealers & over 1600 authorized service centers.

Segmentation, Targeting & Positioning

Segmentation - Bajaj have mainly segmented the market into 4 segments:

- Economy segment – bikes below 115cc capacity.
- Economy segment – bikes between 115cc to 150cc capacity.
- Economy segment – bikes between 150cc to 180cc capacity.
- Economy segment – bikes between 200cc to 400cc capacity.

Targeting - Bajaj Targets Youth in the Urban Part of With the Performance Bikes Like Pulsar, Ninja and Avenger While With Discover and Platina Bajaj Auto Aims To Target Youths in the Rural India. Recently they have launched high performance KTM Duke

200 & 390 and RC 200 & 390cc bikes for performance enthusiasts and re-launched the BOXER 100cc and CT100cc models for mileage conscious consumers in rural parts of India.

Positioning - Bajaj Auto has positioned itself as the maker of fuel efficient-performance bikes which no other two wheeler makers offer. They position themselves as a brand for young and energetic people, who want something extra and special from everything.



Customer preferences

North India - There is more demand of Pulsar and Duke, due to high Engine Capacity, Speed and Torque.

Central India - Huge demand for Pulsar, Discover and Platina exists due to economy & value for money positioning.

South India - There is high demand for Pulsar in premium series and Discover and Platina - economy series.

Incentives and margins

Dealers are expected to achieve monthly targets.

They also have to maintain a ratio of 50-55% b/w the enquiries to the sales.

There is a reward of 5% incentive if 15% of monthly sales are through references.

Distribution strategy

- Showrooms are strategically located covering almost whole Hyderabad. All showrooms are supported by warehouses nearby the showrooms. All showrooms compulsorily supported by a service center.
- Bajaj auto's main warehouse is in Amberpet, Hyderabad. The company has a network of 485 dealers and
- Over 1,600 authorized service centers and
- 171 exclusive three-Wheeler dealers spread across the country.
- 3,750 rural outlets have been created in towns with population of 25,000 and below.
- The distribution network is carried through authorized dealers. So therefore it can be seen that Bajaj follows a 'three tier' distribution system

Demand forecasting & target planning

- Bajaj sets and gives targets to dealers on monthly basis.
- Dealers also quote a prediction that they can achieve.
- A new common estimate is set considering both predicted targets.
- Demand is forecasted looking at previous years' sales of same month.
- Seasonal variations are considered while setting targets.
- The final estimated figures are further extrapolated 10%, thus giving final targets.

SWOT analysis

Strengths

- Highly experienced management
- Product design and development capabilities
- Extensive r & d focus
- Widespread distribution network
- High performance products across all categories
- High export to domestic sales ratio
- Great financial support network (for financing the automobile)
- High economies of scale

Weaknesses

- Hasn't employed the excess cash for long.
- Still has to establish a brand to match hero honda's splendor in commuter segment.
- Not a global player in spite of huge volumes.
- Not a globally recognizable brand (unlike the jv partner kawasaki)

Opportunities

- Double-digit growth in two-wheeler market.
- Untapped market above 400 cc in motorcycles.
- More maturity and movement towards higher-end motorcycles.
- The growing gearless trendy scooters and scoot market.
- Growing world demand for entry-level motorcycles especially in emerging markets.

Threats

- The competition catches-up any new innovation in no time.
- Threat of cheap imported motorcycles from china.
- Margins getting squeezed from both the directions (price as well as cost)
- Tata ace is a serious competition for the three-wheeler cargo segment.

Key competitors



Porter's Five Forces Model

Supplier bargaining power - Suppliers of auto components are fragmented and are extremely critical for this industry since most of the component work is outsourced. Proper supply chain management is a costly yet critical need.

Buyer's bargaining power: Buyers in automobile market have more choice to choose from and the increasing competition is driving the bargaining power of customers uphill. With more models to choose from in almost all categories, the market forces have empowered the buyers to a large extent.

New entrants: With India being largest country when it comes to 2-wheeler sales, each and every global brand is trying to enter this lucrative market with their products.

Industry rivalry: The industry rivalry is extremely high with any product being matched in a few months by competitor. This instinct of the industry is primarily driven by the technical capabilities acquired over years of gestation under the technical collaboration with international players.

Substitutes: There is no perfect substitute to this industry. Also, if there is any substitute to a two-wheeler, Bajaj has presence in it. Cars, which again are a mode of transport, do never directly compete or come in consideration while selecting a two-wheeler, cycles do never even compete with the low entry level moped for even this choice comes at a comparatively higher economic potential.

Recommendations

- Company should keep focusing on the fast growing gearless scooter segment.
- Strengthen its position in three wheeler segment.
- Concentrate on JV of KTM and Kawasaki, Japan for technology requirements.
- Look to expand their base outside further. It already had a strong presence in Africa and South Asian countries.
- Concentrate on blue-ocean of second hand bike market.
- Aggressive launch its new low cost car.
- Focus on easy credit lending - in the present economic crisis, Bajaj can utilize its subsidiary, Bajaj insurance in coming up with schemes that will help consumers buy two wheelers on friendly terms.

Hindustan Unilever Limited

*Compiled by Anurag Srivastava, Deepak, Naman Chaudhary, Raghav Dingliwala
PGDM (2014-16)*

Hindustan Unilever (HUL) is the largest fast moving consumer goods (FMCG) company. It is a leader in home & personal care products and foods & beverages. HUL's 35 brands are spread across 20 distinct consumer categories, touching lives of every 2 out of 3 Indian. It has employee strength over 16000 & 1500 managers. It has created widespread network through its 2000 suppliers & associations. There are 75 manufacturing locations in India itself. It caters its wide range of products to 6.3 million outlets. It has market capitalization of USD 11.5 billion.

HUL is a major player in the FMCG sector. FMCG industry, alternatively called as CPG (Consumer packaged goods) industry primarily deals with the production, distribution and marketing of consumer packaged goods. The Fast Moving Consumer Goods (FMCG) are those consumables which are normally consumed by the consumers at a regular interval. Some of the prime activities of FMCG industry are selling, marketing, financing, purchasing, etc. The industry also engaged in operations, supply chain, production and general management.

Nature of market

- The FMCG market is a monopolistic market.
- Large number of sellers, selling FMCG Goods.
- Large number of buyers.
- Sellers selling close substitutes
- Selling Cost: It needs to work more on R&D and sales promotions strategies.
- Demand curve in the monopolistic market is a flatter demand curve showing that the elasticity of the products is relatively elastic in nature. Potential Competitors: ITC Limited, Britannia Industries Ltd., Nestle India, etc.

The future of FMCG

Fast moving consumer goods will become Rs. 400,000-crore industry by 2020. A Booz & Company study finds out the trends that will shape its future. The report further estimates that the FMCG industry will grow at least 12 per cent annually to become Rs. 400,000 crore in size by 2020.

Additionally, if some of the factors play out favourably, say, GDP grows a little faster, the government removes bottlenecks such as the goods and services tax (GST), infrastructure investments pick up, there is more efficient spending on government subsidy and so on, growth can be significantly higher. It could be as high as 17 per cent, leading to an overall industry size of Rs. 620,000 crore by 2020.

Marketing Strategy

1. Pan pyramid straggling portfolio:
 - To promote the sale of such a vast product range HUL charges different prices for different products according to the class and segments of the society.
 - This shapes a pyramid where at the below lies the low level product that get sold the most then comes the middle level of pyramid where sales decreases and top of the pyramid only the upper middle class can afford it.
2. Pushing consumer for more usage:
 - The firm uses low priced sachets which prompts the consumer to purchase the products.
 - This also pushes the usage of the product and increases the brand loyalty of the consumers towards the brand.
 - Seasonal products are also launched by HUL this also acts as a marketing strategy of the company increasing its sales and the peak seasons. e.g: Vaseline lotions for summer and winter season.
3. Highlighting benefits:
 - Provides additional benefits in its individual brand.
 - This makes people get value for money and maximum satisfaction or utility. e.g: dove comes with various other products like dove conditioner with its shampoo.
4. Increasing consumption in rural market:
 - More availability of Rs.1 sachets in the rural India. One of the ways of packaging to market the product.
 - Awareness camps about the products which also rural people to understand the use and advantages of the product and influence them to buy the product at cheap prices.

-
5. Betting on big starts for advertising:
 - Today's world is all about show business the higher and bigger person endorses yours product people will be more attracted towards it.
 - HUL products are endorsed by many big celebs and popular film stars they influence the consumers to purchase the product. e.g: Juhi Chawla - advertisement of Kissan jam.
 6. Bigger, better and faster innovation:
 - Major investment done in R&D by HUL has allowed the company to come up with various innovations. e.g: Fair & lovely cream gets innovated every year mostly. Currently endorsed by Yami Gautam as advanced fair and lovely.
 - Major changes in quality, design, packaging pricing all add to marketing.
 7. Stepping up front end execution:
 - With the increasing globalization and the rapid development of mall culture in India the availability of product is everywhere.
 - Various retail outlets of HUL products are opened by the company itself like Lakme.
 - Increasing brand image in the market has created various stores for its product, providing better quality product with better service.

Swot Analysis

Strengths

- Strong brand
- Portfolio, price quantity & variety.
- Innovative aspects.
- Solid base of the company.
- Corporate social responsibility.

Weakness

- Strong competitors.
- Low export level.
- High price of some products.
- High advertising costs.

Opportunities

- Large domestic market.
- Untapped rural market.
- Changing lifestyle & rising income level

Threats

- Tax and regulatory structure.
- Slowdown in economy can have an impact on FMCG industry.
- Losing market share due to new entrants
- ITC Ltd - one of the biggest threats
- Fake copies of its branded products
- Removal of import restrictions resulting in competition from new foreign brands.

Major competitors of HUL

Godrej Consumer Products Ltd. (GCPL): It has two segments: Soap (64% of revenues) and Personal care. GSPL is second largest soap player in India after HUL with a market share of 9.2%. Personal care includes hair care products, shaving cream and other toiletries.

Dabur India Limited: Dabur India Limited is an India-based fast moving consumer goods company which deals with healthcare, personal care and food products.

Colgate-Palmolive (India) Limited: It manufactures the range of products marketed under the Colgate which include oral care products and Palmolive (Skin care and hair care products) brand names.

Marico Limited: Marico has a portfolio on high margin "beauty and Wellness" Platform which include hair oils, shampoos, edible oils, skin care etc.

Market Strategies

- Robust FMCG market growth, particularly rural markets; expected to continue
- International companies seeking market position
- Growth in modern trade offers a great opportunity
- Invest behind our brands and deliver consumer value
- Input inflation is an on-going challenge - the business remains focused on
- Driving cost saving initiatives and effecting selective price increases

ITC Limited

*Compiled by Shubham Jain, Mohit Verma, Garima Khanna, Kush Maheshwari
PGDM (2014-16)*

ITC was incorporated on August 24, 1910 under the name Imperial Tobacco Company of India Limited. Its name was changed from Imperial to Indian Tobacco Company in the year 1970 then to ITC limited in the year 1974. ITC is one of the 8 Indian Companies to feature in 'Forbes A-list' for 2004 and the only Indian FMCG Company to feature in Forbes 2000 List. It ranked No. 4 among Indian listed Private Sector Companies by market capitalization in 2009 and is rated as one of India's Most Respected Companies (IMRB-Business world Survey 2006). The company is a diversified conglomerate with interests ranging from Tobacco to Hospitality.

Corporate Strategies: ITC is a board-managed professional company, committed to creating enduring value for the nation and the shareholder. It has a rich organisational culture rooted in its core values of respect for people and belief in empowerment. ITC's corporate strategies include

- Create multiple drivers of growth by developing a portfolio of world class businesses that best matches organisational capability with opportunities in domestic and export markets.
- Continue to focus on the chosen portfolio of FMCG, Hotels, Paper, Paperboards & Packaging, Agri Business and Information Technology.
- Ensure that each of its businesses is world class and internationally competitive.
- Enhance the competitive power of the portfolio through synergies derived by blending the diverse skills residing in ITC's various businesses.
- Create distributed leadership within the organisation by nurturing talented and focused top management teams for each of the businesses.
- Continuously strengthen and refine Corporate Governance processes and systems to catalyse the entrepreneurial energies of management by striking the golden balance between executive freedom and the need for effective control and accountability.

Product Line

Cigarettes: ITC is the market leader in cigarettes in India. With its wide range of invaluable brands, it has a leadership position in every segment of the market. It's

highly popular portfolio of brands includes: Insignia, India Kings, Classic, Gold Flake, Silk Cut, Navy Cut, Scissors, Capstan, Berkeley, Bristol and Flake.

The Company has been able to build on its leadership position because of its single minded focus on value creation for the consumer through significant investments in product design, innovation, manufacturing technology, quality, marketing and distribution. All initiatives are therefore worked upon with the intent to fortify market standing in the long term. This in turns aids in designing products which are contemporary and relevant to the changing attitudes and evolving socio economic profile of the country. This strategic focus on the consumer has paid ITC handsome dividends.

Foods

ITC made its entry into the branded & packaged Foods business in August 2001 with the launch of the Kitchens of India brand. A more broad-based entry has been made since June 2002 with brand launches in the Confectionery, Staples and Snack Foods segment.

Agarbattis

As part of ITC's business strategy of creating multiple drivers of growth in the FMCG sector, the company commenced marketing Agarbattis (incense sticks) sourced from small-scale and cottage units in 2003

Stationery

ITC made its entry into the stationery business in 2002 with its premium range of notebooks, followed in the year 2003 with thw more popular range to augment its offering. ITC's startioney brands are marketed as "classmate" and "Papercraft".

Packaging

ITC's Packaging & Printing Business is the country's largest convertor of paperboard into packaging. It converts over 50,000 tonne of paper and paperboard per annum into a variety of value-added packaging solutions for the food & beverage, personal products , cigarette, liquor, cellular phone and IT packaging industries

Marketing Strategies

Distribution network

- Huge distribution network due to its tobacco business.
- Today, ITC's Bingo & Sunfeast are available at nearly 1.8 million outlets whereas Parle is available at only 1.5 million outlets.

Market differentiation

- In Biscuits also, ITC launched differentiated products in each and every segment. For e.g. it introduced an orange Marie, a butterscotch cream biscuit, chilli flakes in a biscuit and even honey flavour under the Sunfeast brand.
- In March 2005, ITC Foods launched Sunfeast Pasta, a whole wheat based product targeted at children. It was expected to compete with products like Nestle's Maggie Noodles. With this strategy ITC built for itself new markets.

Cost control strategy

- ITC realized that they have to offer products at a price which is either equal or less than what the competitors are offering.
- ITC's printing and packaging business provided high-quality, cost-effective, and innovative packaging.
- ITC also enjoyed cost advantages over its competitors owing to its electronic procurement system called e-Choupal.

Diversification of products

- Bingo, ITC has come up with 21 flavours in comparison to its competitors LAYS which has only 4 major flavours.

Extensive advertising

- They hired the best professionals and [he best ambassadors in the country to make their products famous.
- The tagline "Jab Laila ko karna tha impress to majnu ne khayi mint o fresh" has stood the test of times and is still widely known and remembered.
- 10 to 15 spots per channel per day on youth channels such as MTV and
- Star World, mass Hindi channel like Zee and Star TV, and news 19 channels. It also had around 20 spots on a variety of radio channels & advertised in most leading national dailies.
- Top-30 cities, over 1,000 outdoor hoardings advertised the product.
- ITC spent close to Rs 100 crore on marketing.

Regular introduction of new products

- ITC has been expanding its distribution network aggressively and also their product range.

-
- In the biscuits and wafers range, it is launching new products or flavours week after week

Innovation

- ITC was innovative in identifying the market or niche for all its products.

Agriculture Business

- Basic components of ITC are from the agricultural sector.
- Cost reduction strategy.
- Direct raw material without involvement of third party.
- Direct touch with farmers.

ITC e-Choupal

Started in the year 2000, it was designed to address the issues such as - fragmented farms, weak institutions, involvement of intermediaries and information Asymmetry

It is the first attempt to combine Services and an Effective Business Model successfully and has targeted area of 38,000 villages, 6500 kiosks, across 9 states so far.

The factors responsible for its success are -

- Better information content
- Better info. Timing
- Less transportation cost
- Transaction duration
- Weighing accuracy
- Professionalism
- Disintermediation savings
- Freight costs
- Quality control
- Risk management

SWOT Analysis

Strengths

- Cigarette market is 22,000 cr & ITC has Lion's share in it
- Strong brand recognition & product portfolio
- Distribution network
- Management

Weaknesses

- Dependence on tobacco revenues
- Negative connection of tobacco

Opportunities

- Consumption of personal care products
- Rural market
- E-choupal
- Filter cigarette segment of less than 60mm size

Threats

- Competition both Domestic & International
- Increasing tax on cigarettes
- Excise duty on unfiltered cigarettes less than 60mm in length was increased 387% last year
- Hike was 142% for those between 61mm &70mm long.
- Regulatory restrictions on cigarettes
- Ban on smoking

Radio Industry

Compiled by Laveena Jain, Parul Goyal, Sahil Goel, Gaurav Sharma

PGDM (2013-15)

India's commercial radio industry has only emerged in the last 15 years with two phases of FM licensing (in the late 1990s and 2006/07). The industry's birth was damaged by a licensing process which encouraged overbidding and an annual fee structure which has ultimately proved unsustainable. Whilst these issues were resolved by the time of the second phase of licensing, the industry has struggled with building sustainable profitability – primarily due to heavy investment in brand building and a tight regulatory regime which has restricted the industry's ability to reduce costs through networking content and ownership of multiple licences in each city. However, we believe the industry's medium to longer term prospects are excellent – driven by growth in audiences and advertisers. In terms of Audience measurement is also an issue which needs to be addressed. The official RAM system is only employed in four cities which is not sufficient if the industry is to attract a greater share of advertising budgets in second tier cities.

In terms of the regulatory environment, the broadcasters are pushing for a number of changes which are currently being considered by the Ministry of Information and Broadcasting. These include extension of FM licences to 15 years (from the initial 10 year period), the ability to network content across different stations and broadcasting news and current affairs. The prospects for the sector are excellent, if a number of regulatory and media measurement issues can be resolved. A lifting of the 20% cap on foreign direct investment may also attract much needed capital for investment. Audience growth, the commercial stations' mix of popular music and talk is highly attractive to India's rapidly growing commuter class of urban professionals. Second tier towns and cities present relatively virgin territory and broadcasters should be able to attract a growing share of ad budgets from FMCG companies, automotive manufacturers and banks seeking to target India's increasingly wealthy semi-urban consumers.

Plans for the third phase of licensing are in process (possibly in 2011) and should see commercial FM broadcasting extended to another 90 towns and cities. These new locations are becoming increasingly important consumer markets – this should improve the business case for broadcasters looking to bid for these new licences.

The shape of the Indian economy has changed significantly since the 1990s:

- India weathered the economic crisis well (primarily due to a banking sector that was not exposed to the global economy) – GDP growth remained over 6% in 2008

-
- The shape of the economy has changed radically, with agriculture declining from a third of the economy to 17% - much of the growth has been in the services sector (not manufacturing)
 - India is emerging as an important market for business, IT and financial services

Analysis of Indian Broadcasting Industry Media Essay

The word "broadcast" actually refers to a literal sowing of seeds on farms by spreading them over a wide field. Talking about broadcasting media it is actually a service of distributing audio and video content to a discrete audience via radio, television, telephone, internet or other, often digital transmission media. The receptor of these services includes the common public or an o relatively broader audience, such as children or young adults. Broadcasting contributes to a very huge segment of the mass media, and broadcasting to a very narrow range of audience is called narrowcasting. Broadcasting can be done through different channels which contain television and radio stations and networks that creates content or obtain the privileges to broadcast recorded television and radio programs.

TV broadcasting is the most prominent form of broadcasting which is actually distributing video content to a dispersed audience. It was started experimentally from 1925, commercially from the 1930s. Television broadcasters run studios and facilities for the programming and transmission of programs to the general audience.

Current Scenario

In India, the television broadcasting industry going through remarkable changes and it has now become one of the fastest growing sectors of the country. The main reasons for all this is the rising per capita/ national income, increase in the growth of economy and powerful macro-economic fundamentals, democratic set up, good governance as well as law and order position in the country. The Indian broadcasting industry plays a vital role in creating people's awareness about state laws and policies and programs by providing education and information, besides creating healthy business environment within the country. Thus, it helps the people to be the active partner in the nation-building venture.

At the present stage, in Indian television broadcasting industry there are almost 110 million households having TV in their houses in India, out of which almost 70 million of the households are cable and satellite homes and rest of the 40 million households are served by the public broadcaster.

SWOT Analysis

Strengths

- Latest technology is used by the Industry.
- Strong expertise of broadcasters in core areas.
- Industry acceptance of fast changing requirements.
- Competitive pricing helps the end customer as do customized solutions.
- Box Office revenues are consistently growing.

Weaknesses

- Domination of 4-5 major players is a negative sign thus creating somewhat monopolized industry.
- Full depending on power supply.
- Remote area cannot be accessed

Threats

- Slowing Real GDP, inflation, and jobs concerns.
- Unstable outlook of the industry.
- Oil prices are beginning to rise, which will cause a decrease in available Challenges of Broadcast Industry and Opportunities for IT Solution Providers cash for consumers to spend.
- This is seen as advertisers insist that rates be based only on live viewing and not time shifted viewing.
- Threat of consumer shift towards alternatives.

Opportunities

- New broad casting companies are providing box offices also.
- Change in technology and in consumer wants and needs brings about new opportunities for growth and for different players to catch a larger share of the industry.
- Those who are able to create strategic partnerships and find alternative ways of doing business will thrive.
- Increasing number of channels.

Trends in Indian Broadcasting Industry

Indian Broadcasters are now under increasing pressure to present superior quality content, as is reflected in some recent trends:

Narrowcasting or launch of specialty or niche channels, which achieve faster breakeven (given the lower investment) focus also being brought onto regionalization and content creation for Tier II and Tier III towns.

Launch of reality shows, despite the high investments required, gaining viewership; broadcasters are depending on reality shows for channel branding.

Near immediate launch of movies on the broadcasting platform following theatrical release, although at high acquisition costs; however revenue potential of such broadcasting remains a challenge for the broadcasters despite the relatively high gross rating points of the programmes. There has been a switch-back to the outright exclusive rights model for movies to reduce fragmentation of viewership, albeit at higher costs. Also, there has been an increase in the presence in the overseas markets so as to tap non-resident Indians who have been demanding Indian content; this along with dedicated local programming is opening up an additional revenue stream for Indian broadcasters.

Environmental issues

The television industry in India continues to undergo solid competition from the digital cable and satellite TV industries. The cable TV industry, in special, represents a bigger threat to future industry growth. A number of elements points to low development in advertising revenue, including forecast low economic growth, the declining total share of the TV audience, and competition from new media. The dim outlook for this industry has already prompted News Corp to expand its satellite TV interests. The onset of digital television may provide a much needed boost for demand.

PORTERS FIVE FORCES Analysis of Indian Broadcasting Industry

Bargaining power of Buyers: Strength of Force—High

The bargaining power of customers determines that how much customer can impose pressure on the margins and volume of industry.

- Viewers experience frequently changes, providing little faithfulness to any particular network.
- Advertising buyers dictate television programming choices.
- The supplier's customers are bitty, so their bargaining power is low.
- The customer has awareness about the production costs of the products.
- Buyers (end users as well as advertisers) do not face significant switching costs and are extremely price sensitive

Bargaining Power of Suppliers: Strength of Force-- Low- Medium

Since most suppliers to Broadcasters have either been acquired/ have a tie-up with the broadcasters, the bargaining power of suppliers is low. For ex- Viacom has acquired Paramount. However, Independent content providers pose a major challenge to online revenue model for broadcasters.

-
- The supplier encompasses a large number of small operators.
 - The service cannot be differentiated and can be replaced by substitutes.
 - The cost of switching from one supplier to another supplier is very high.
 - The customer has awareness about the production costs of the products.

Threat of New Entrants: Strength of Force—Low

In Indian television broadcast industry, new entrants could change major determinants of the market environment (e.g. price, market share and loyalty) at any time. There is always a hidden pressure for reaction and alteration for existing players in this industry. The threat of new entries will depend on the extent to which there are blockades to entry. These are typically

- High start-up capital is a big de motivator.
- It is difficult to access the distribution channels for new entrants.
- New entrant has a number of problems finding skilled employees, materials, and suppliers.
- Serviceable used equipment is expensive.
- Long-lasting economies of learning and scale also de motivate the potential new entrant.
- Economies of scale (minimum size requirements for profitable operations).
- Limited important resources, (e.g. qualified expert staff).
- Raw materials are controlled by existing players

Threat of substitutes: Strength of Force—Medium

A threat from substitutes exists whenever there are alternate products with lower prices of better functioning parameters for the same purpose. They could possibly attract an important proportion of market volume and therefore reduce the potential sales volume for existing players. This category also associates to complementary products. Similar to the threat of new entrants, the substitutes determined by factors like -

- The relative price for performance of substitutes.
- Current trends.
- Customers have to incur switching costs.
- Adequate substitutes are available. Possibly, One Broadcasting medium substitute for the other (movies as a replacement For TV) Pirated content is a decent (and free substitute). Other free time activities could be substitutes (concerts, games, gambling, gardening, sports, and restaurants.

Existing competition in Indian broadcasting industry

As broadcasting is one of the main biggest industries of any country, so like all other industries there is strong competition in Indian broadcasting industry. The entry of newer players in the Indian broadcasting industry has had the positive impact on expanding the overall market.

TV Channels indicated a healthy trend, not only the number of channels went up in 2009, but also, there was an increase in advertisement volume inventory which resulted in a growth of 31% in advertisement volumes in the same year. There was a stark increase in the amount of channels with the introduction of Colors, 9X, Real and Imagine in GEC (General Entertainment Channel) genre, whereas channels like UTV action movies, Discovery Turbo, Discovery Science, were introduced in the non-GEC genres in 2009 and 2010. The number of channels grew from 389 in 2008 to 461 in 2009 registering an increase of 18.5%. The launch of new channels last year propelled the demand for fresh contents.

Some of the key Players in Major Regional Broadcasting Markets are

- Andhra Pradesh (Telugu)
- Karnataka (Kannada)
- Kerala (Malayalam)
- Maharashtra (Marathi)
- Tamil Nadu (Tamil)
- Zee Telugu, etc,

Zee entertainment, Sony Entertainment, Star TV, Doordarshan, and NDTV are the major player in the country

Market share of Indian broadcasting industry

Market share in Indian economy the service sector was drastically increased up to 2007 after words it decreased to 5.5% because of IT fall in India. In service sector the portion of media broadcasting was slowly increased in the year 2008 due to the floods and elections the media broadcasting industry was increased. The swift growth and change in the television broadcasting sector is composed of several essential characteristics: the emergence of mega global communication companies as a result of merger and acquisitions; privatization of existing broadcasting companies; the relaxation of foreign ownership restrictions; corporate investment in newer media such as cable and satellite television; and transnationlization of advertising and its convergence with communication empires to create a demand for and to promote cultural products and other industries such as consumer goods and services.

Growth of Indian television broadcasting industry

The Indian television broadcasting industry had been seeing robust growth since the 1980s and year 1991-1992 saw a decrease in the growth of this industry, and after liberalization it again starts to grow. Indian TV consists of television distribution, advertising content and other services has reported a compounded annual growth rate (CAGR) of 13.8% over the period of 2005 to 2009 increasing to Rs 26,550 crores according to industry estimates. The industry continues to remain at an attractive mode of entertainment because of its reach and penetration.

Key challenges for Indian broadcasting

1. Digitalisation - The slow pace of digitization is a main challenge for the industry. Digitization would bring about transparency and addressability in TV distribution and is the need of the hour.
2. Compelling content - Indian audience is looking at new content the key to attract more viewers' can be done by building quality content.
3. Talent Cost - Managing these costs would be the major challenge.
4. Low ARPU's and high customer acquisition.
5. Lack of sophisticated measurement tools for measuring.

Future of Indian broadcasting industry

Television broadcasting in India had an urging past, grew with creation, innovation and popular cultural influence. As it is coming in of age mid-20th century, the generations of TV audience has happily clinched their broadcasting experience. For the industry, building a connection with consumers was a pretty straightforward, one-to-many experience until recently.

The Television industry is experiencing a flock of fresh channels being launched almost every year. TV is also piercing into the rustic areas and is a promising segment. Houses with televisions are likely to grow from 112M to 200M in a small number of years. The CAGR is 24%. Indian television broadcasting has become the third largest country in television broadcasting market today and cable penetration is expected to grow at a higher rate. Now more than 350 channels are available for the TV viewers today.

It is found that almost 40 percent of households in India are still without television connections which is actually highlighting the scope of growth in the broadcasting industry in near future. Almost all the revenues generated in the television broadcasting industry is through advertisements, followed by subscriptions. Advertisement market in India is currently valued at 1,067 million US dollars and is expected to grow at a higher rate with the increase in number of channels and TV viewers. In the next five years the subscription revenues are floating to be the important growth driver of the Indian television broadcasting industry.

TATA-SIA Joint Venture

*Compiled by Shivansh Dandona
PGDM (2013-15)*

Vistara is an Indian airline established as a joint venture between Tata Sons and Singapore Airlines. The new carrier, announced in 2013, will start operations in early 2015. The airline is a joint venture between Tata Sons and Singapore Airlines. The new carrier was announced in 2013 and will be a full-service airline based in New Delhi. The two companies will initially invest a combined US\$100 million to start the carrier, with Tata Sons owning 51 per cent and Singapore Airlines (SIA) owning the remaining 49 per cent. The Tata and SIA joint-venture received approval from India's Foreign Investment Promotion Board in October 2013, allowing SIA to take a 49 percent stake in the airline.

Vistara - Birth of a Brand

- September 2013 – Tata Sons and SIA sign agreement to announce JV and apply for FIPB approval
- October 2013 – Tata SIA Airlines receives FIPB approval.
- November 2013 – The Tata SIA Airlines Limited board is formed and the company gets incorporated
- December 2013 – Applies for NOC
- February 2014 – Signs aircraft lease agreement with BOCA
- April 2014 – Receives NOC from Civil Aviation Ministry and applies for AOP. Tata SIA board appoints Mr. Phee Teik Yeoh as the CEO
- July 2014 – DGCA rejects all objections, clears way for grant of air permit / AOP
- August 2014 – Brand Vistara is unveiled
- January 2015- Sale of tickets.

PORTER'S Five Forces Model

Rivalry among Sellers

Rivalry among sellers is moderate to strong. Airlines compete on price and services they also compete on the frequency of flights, reliability of services, frequent flyer programs and other amenities. In recent years the airlines are concentrating more on returning to profitability than expansion.

Potential New Entrants

The potential of new entrants is weak to moderate. It has barriers of entry due to the low traffic levels and lack of desirable gate access in airports. There are several other reasons which can cause difficulties for new entrants. The airline industry is : Capital-intensive, Labour -intensive, Energy - intensive

Substitute Products

The substitute products are moderate in the airline industry. There are many substitutes that exist in relation with the airline industry like bus services, rail services and also personal transportation. They are considered more convenient for shorter distances due to lower cost and the airline services are preferred only for longer distances

Supplier's Bargaining Power

Supplier bargaining power is moderate to strong. Aircrafts are costly and pieces of equipment are also costly for an airline company. There are only two suppliers that exist in the airline industry that is Boeing and Airbus. Due to limited suppliers they have greater power in setting prices. It is also a fuel – intensive industry so there is also regular swings in fuel prices offered by fuel suppliers.

Buyer's Bargaining Power

Buyer's bargaining power is weak. There are many individuals and organizations for buyers of airline tickets so as a cohesive group very little power is exerted by the buyers.

Macro Environment of Vistara Airlines

Political Environment

The political environment of the airline industry is highly regulated this is because the global aviation industry gives importance to passenger safety and so they have resorted to higher regulations for the operation of the airlines. There is also deregulation on the supply which has lead to more competition among airlines and there is also regulation on the demand side which means that the passengers and fliers can press for more amenities and low prices.

Economic Environment

It is very difficult for the global airline industry to recover from the aftermath of the 9/11 attacks and with this there's also recession. The other reason is the fluctuations

in the oil prices due to the Second Iraq War and the sudden spike in the oil prices before the great recession of 2008. Due to the global economic slowdown the airlines are struggling the main reasons being declining passenger traffic, competition from low cost carriers, fuel prices being higher, labour demands and high costs of maintenance and operating costs. Due to these reasons the airlines have gone to heavy losses and have been prone to bankruptcies and closure because they could not afford to profitably run their operations. This has led to many mergers and acquisitions in the airline industry.

Social Environment

Social changes of a generation have led to more demanding customers in terms of services so the airlines have to balance their costs with their increasing demand. Customers are ready to pay for the services provided and due to the Baby Boomer generation the airlines are losing their source of income. The profile of passengers have also changed there are more number of economic passengers than business passengers who prefer improved communication facilities rather than flying down to meet their business partners.

Technological Environment

The airline industry uses technology extensively in its operations so they are often recommended to make use of advanced technology for the front as well for the back office. Mobile technologies need to be adapted for ticketing, distribution and customer service. There's also a need of the social media to be leveraged by the airline industry.

Legal Environment

The number of lawsuits against airlines from workers as well as the customers has gone up. The regulations are also being strict with the airlines and they are coming out with new strategies and they are bothered if the airlines are violating any laws. The each and every move of the airlines is being scrutinized regarding the delays, safety issues and other fears.

Future prospects of TataSia Joint Venture

Singapore Airlines (SIA) has taken a major step forward in implementing its new long-term strategy with the proposed establishment of a joint venture carrier in India with Indian conglomerate Tata. The SIA Group will have a 49% stake in the new full-service carrier, giving SIA a major presence in a strategically important market. Tata will have

a majority 51% stake, giving it a second carrier in its portfolio along with Air Asia India and a two-brand strategy that follows the formula increasingly used by airline groups throughout Asia.

For SIA, close involvement and equity in a new airline in India follows the acquisition of a 19.9% stake in partner Virgin Australia. Australia, India and China are SIA's key markets and of strategic interest to the group as it increases focus on the fast-growing Asia-Pacific region. A partnership with and potential investment in a Chinese carrier is the only remaining missing major piece of the puzzle SIA has been working on since Goh Choon Phong took over as CEO at the beginning of 2011.

Mr. Goh's bold new strategy also includes investments in the budget end of the market, again with a focus on the Asia-Pacific region which comes as SIA tries to reduce its reliance on the long-haul passenger and cargo markets. SIA has recognized the opportunities in faster growing budget end with the launch of Scoot and increased involvement in Tigerair but also wants to maintain its leading position at the top end of the market, with continued investment in the SIA premium product and now a new full-service airline in India.

For competitive reasons this is also a good time for SIA to make a move. SIA and Tata need to establish and launch a new full-service airline before other groups make a similar move. Indeed one or two further transactions may be possible in the near-term.

ANA is one of several airline groups that has been looking at the India market since the new FDI policy was introduced, although ANA has so far been focusing more on the Indian low-cost sector, particularly SpiceJet. ANA recently made a much smaller investment in a full-service airline in Myanmar but could re-look at the Indian market as it continues with its new strategy to invest in airlines from other Asian markets.

The Indian domestic market has become increasingly dominated by LCCs and the demand for full service, two-class operations is largely limited to key metro routes and that too at certain times of the day. Nevertheless, following Kingfisher's exit there may be room for an appropriately positioned full-service carrier in India to compete against Air India and Jet Airways. Without the legacy issues faced by the latter two, Tata and Singapore Airlines may be in a position to establish a more competitive, hybrid business model, offering a high quality product with a lower cost base than those of incumbent full service carriers.

And the greatest potential may be on international routes. With India's largest international airline, Jet Airways, expected to focus on developing its network around

Etihad's Abu Dhabi hub following regulatory approval, this may create space for an Indian long haul carrier to offer point-to-point services. Under current regulations the Tata-SIA JV would need to operate for five years on domestic routes before being permitted to launch international services; however this restriction is expected to be relaxed in the near future.

The Etihad-Jet and AirAsia-Tata applications have already been met with some scrutiny and delays. AirAsia India is yet to receive its no-objection certificate. The lack of clarity with respect to the government's policy on the issue of new airline licences does create some uncertainty. And while there is no specific regulation that restricts an investor from holding stakes in two carriers as Tata Sons would under the proposed arrangement, the venture may be subject to evaluation by the competition authorities.

With two new airlines from Tata at both ends of the market, competition will intensify. AirAsia India and Tata-SIA would be India's seventh and eight domestic carriers. Air India also has an LCC subsidiary which operates in the international market. The market could struggle to support a further influx of additional operators.

But more start-ups could still emerge as India is one of the world's largest growth markets and FDI had opened up new opportunities for more investment. Air India could also potentially be re-invigorated if it was not excluded from foreign airline investment although its future will undoubtedly come into question as more private carriers enter. A stronger Jet following the Etihad tie-up and the new SIA joint venture will inevitably pose new challenges for the already struggling flag carrier.

Sources

www.airvistara.com

<http://www.thehindu.com/business/vistara-to-have-fleet-size-of-20-aircraft-by-2018/article6948466.ece>

<http://www.bloomberg.com/news/articles/2013-08-26/ana-holdings-said-to-buy-stake-in-myanmar-s-asian-wings-airways>

<http://centreforaviation.com/analysis/anas-investment-in-asian-wings-airways-could-make-it-myanmars-largest-international-airline-125404>

CONCEPTS IN VOGUE

Globalization and Human Development

Kirti Wadhwa and Ira Tyagi

PGDM (2014-16)

Globalization is the process of international integration arising from the interchange of world views products, ideas and other aspects of culture. Human Development is a well-being concept within a field of international development. It involves studies of the human condition with its core being the capability approach. The inequality adjusted Human Development Index is used as a way of measuring actual progress in human development by the United Nations.

Some of the significant dimensions of HDI include -

- Standard of living
- Employment and income generation
- Education
- Gender equality

Education

During independence there were only 19 universities and 591 colleges with around 0.2 million enrollment and in the Present decade there are 261 universities, over 8,361 colleges and over 8.5 million enrollments. The positive impact of globalization on education includes -

- Global sharing of knowledge, skills, and intellectual assets that are necessary to multiple developments at different levels
- Mutual support, supplement and benefit to produce synergy for various developments of countries, communities, and individuals
- Creating values and enhancing efficiency through the above global sharing and mutual support to serving local needs and growth
- Promoting international understanding, collaboration, harmony, and acceptance to cultural diversity across countries and regions.
- Facilitating communications, interactions, and encouraging multi-cultural contributions at different levels among countries.

The negative effects of globalization on education are -

- Increasing the technological gaps and digital divides between advanced countries and less developed countries

-
- Creating more legitimate opportunities for a few advanced countries for a new form of colonization of developing countries
 - Increasing inequalities and conflicts between areas and cultures
 - Promoting the dominant cultures and values of some advanced areas.

Standard of Living

Economic globalization gives governments of developing nation's access to foreign lending. When these funds are used on infrastructure including roads, health care, education, and social services the standard of living in the country increases.

The positive effects on standard of living include -

- Increased wealth - With the incoming of new industries in the domestic country there is an increase in jobs and income.
- Rise of political philosophies - Due to globalization the relations between 2 countries are easier and better now. And they are helping in developing each other, and exchange of ideas
- Better quality of life - Increase in jobs, income, infrastructure the quality of life has increased.
- Availability of foreign goods - Better trade has led to introduction of new and more goods.

The negative effect on standard of living include -

- Widening socio economic inequalities
- Creating job insecurity
- Weakening workers rights
- Environment protection
- Undermining social welfare

Employment and Income Generation

Trade liberalization has a direct impact on the employment scenario and wage condition of a country. Labor market of a country comprises rural, urban and informal sector. The informal sector, a part of the economy where businesses are not incorporated or otherwise registered with governments, has a significant role in income generation for the poor people and is also affected by trade liberalization. Employment in micro enterprises, especially in the informal sector, has increased at high rates in developing countries over the last 20 years.

The influx of foreign companies into developing countries increases employment; however with new technology comes need for skilled labor. If there is no infrastructure to cater to their needs the employment will gradually decrease.

There have been some benefits to labour due to globalization

- Increased job opportunities
- Upgraded education system
- Increased training

But there were a few losses as well

- There has been Job displacement
- labour standards have lowered
- There has been Loss of industries or economic groups in the countries.

Gender Equality

Trade liberalization typically results in an increase in labor intensive exports such as garments, shoes, jewelry, etc. from developing countries. Employers in these industries often prefer to hire women, and the growth of exports of these sectors has almost always been accompanied by a significant increase in female wage employment in the formal sector. A study of 35 developing countries found a strong positive correlation between the female intensity of manufacturing and export growth.

Globalization has aided gender equality in the following way -

- It attracted top talent from the country
- It reduced expenses
- Companies with better gender equality performed better
- It improved national productivity and competitiveness
- It saved resources
- The negative effects include -
- As globalization has shifted from agriculture to a capital intensive-chemical intensive system, women have borne the disproportionate cost of both the displacement.
- It has lost many livelihoods and women have lost it most.
- There has been a spurt in various forms of violence against women like rape, female feticide, dowry etc.

Changing role of HR as business/strategic partner

Anita Bora, Arushi Dwivedi

PGDM (2013-15)

The role of human resources has been evolving for some time. The shift from “personnel” to “human resources,” for example, was part of the movement to acknowledge the value of employees as an organizational resource, and was an attempt to remove some of the stigma that was coming to be associated with slow, bureaucratic personnel departments. This shift in label was accompanied by a call for HR to become a strategic partner with the leaders of the business-to contribute to significant business decisions, advice on critical transitions, and develop the value of the employees-in short, to have a seat at the table.

In the HR business partner model, the human resource department participates in strategic planning to help the business meet present and future goals. Rather than concentrating solely on HR duties such as benefits, payroll and employee relations, HR departments seek to add value to the company by overseeing recruiting, training, advancement and placement of new and current employees

Benefits

The business partner model relieves pressure from management to hone employee job skills for efficiency and productivity, as well as identifying, developing and grooming key employees for advancement. Human resource personnel are also responsible for analyzing employee review data. This allows HR personnel to recognize strengths, which they may then further develop to place employees more effectively, and weaknesses, which they may correct with further job skill training or disciplinary action.

Challenges

If the HR department is already overworked with everyday employee relation issues, there may not be adequate time and personnel to devote to partnering with the business for additional functions. The business partner model requires HR to be involved in almost every aspect of the business, including production statistics, financial status and sales projections. Management buy-in may also be a challenge, as the traditional role of human resources is extended to that of an overseer of the entire business in the business-partner model.

Features

In theory, the HR business partner model is designed to positively impact the business on all levels over time. By being involved in the recruiting process, HR is able to more

carefully screen and choose individuals best suited for the jobs. In the training and development process, HR is able to pinpoint which employees need particular training and ensure that it is carried out. In knowing the inner workings of the business, the strategic nature of the HR partnership model is tasked with a corporate chess game of employee and manager placement to achieve the most productive outcome.

Change

The primary reason that companies consider and implement the HR business model is change. Whether to grow the business or to make it more competitive, productive, efficient or to solve problems, change in the business paradigm is often necessary. The HR business model handles the changes and improvements necessary by investing in what is known as “human capital.” Proponents of the model recognize that the personal success and job satisfaction of the individual is one of the keys to business success, and a well-run HR partner model is ideally suited to focus on both the needs of the individual and the company.

Considerations

Businesses considering the HR business partner model need to consider the specialized nature of different model aspects, and hire, train or outsource HR specialists. Expecting a one-person HR office to handle generalist duties on top of recruiting, interviewing, training, reviews and strategic planning will result in frustration and possible program failure for all involved. The HR business partner model requires a conscious decision to change and the hiring of a sufficient force of specialized HR talent to see it through.

The importance of the strategic role has been the subject of extensive discussion recently in the field and those discussions have emphasized the need for HR management to become a greater strategic contributor to the success of organizations. Even organizations that are not-for-profit, such as governmental or social service entities, must manage their human resources in a “business-oriented” manner. Based upon the research and writings of a number of scholars, the role of HR as a strategic business partner has been stressed. The important components of that approach follow:

Enhancing Organizational Performance

Organizational performance can be seen in how effectively the products or services of the organization are delivered to customers. The human resources in organizations are designers, producers and deliverers of those services. Therefore, one goal of HR management is to establish activities that contribute to superior organizational

performance. Only by doing so can HR professionals justify the claim that they contribute to the strategic success of organizations.

Involvement in Strategic Planning

Integral to being a strategic partner is for HR to have “a seat at the table” when organizational strategic planning occurs. Strategically, then, human resources must be viewed in the same context as the financial, technological and other resources that are managed in organizations. For instance, the strategic planning team at one consumer retailer was considering setting strategic goals to expand the number of stores by 25% and move geographically into new areas.

The HR executive provided information on workforce availability and typical pay rates for each of the areas and recommended that the plans be scaled back due to tight labor markets for hiring employees at pay rates consistent with the financial plans being considered. This illustration of HR professionals participating in strategic planning is seen more frequently in organizations today than in the past.

Decision Making on Mergers, Acquisitions and Downsizing

In many industries today, organizations are merging with or acquiring other firms. In all of these mergers and acquisitions numerous HR issues are associated with combining organizational cultures and operations. If they are viewed as strategic contributors, HR professionals will participate in the discussions prior to top management making final decisions. For example, in one firm with 1,000 employees, the vice president of human resources spends one week in any firm that is proposed for merger or acquisition to determine whether the “corporate cultures” of the two entities are compatible. Two potential acquisitions that were viable financially were not made because he determined that the organizations would not mesh well and that some talented employees in both organizations probably would quit. In all industries, this level of involvement by HR professionals is unusual.

Redesigning Organizations and Work Processes

In the strategic planning process, organization structure follows strategic planning. The implication of this concept is that changes in the organization structure and how work is divided into jobs are the vehicles through which the organization drives toward its strategic plans and goals.

An understanding of strategic sources of competitive advantages for human resources must include analyses of the internal strengths and weaknesses of the human resources in an organization. Those in HR management must work with operating executives and managers to revise the organization and its components.

HR managers should function in this way much as architects do when redesigning existing buildings.

Ensuring Financial Accountability for HR Results

A final part of the HR management link to organizational performance is to demonstrate on a continuing basis that HR activities and efforts contribute to the financial results of the organization. Traditionally, HR was seen as activity-oriented, rather than concerned about the financial consequences of HR efforts. For instance, in one firm the HR director reported every month to senior management how many people were hired and how many had left the organization. However, the senior managers were becoming increasingly concerned about how long employment openings were vacant and the high turnover rate in customer service jobs.

A new HR director conducted a study that documented the cost of losing customer service representatives. The HR director then requested funds to raise wages for customer service representatives and also implemented an incentive programme for those employees.

Also, a new customer service training programme was developed. After one year the HR director was able to document a reduction of \$150,000 in turnover and hiring costs for customer service representatives. This example illustrates that to be strategic contributors; HR professionals must measure what their activities produce as organisational results, specifically as a return on the investments in human resources.

The key point here is the concept of concurrent strategy formulation. Strategy development, based on environmental analysis, is conducted at the same time that HRM issues are considered. HR issues do not solely determine strategy, nor does strategy unilaterally determine HR practices. The HR senior management team moves from outsider status to insider status. The implications are not trivial.

HR managers must understand the numbers language of business. They must be able to understand analyses presented by marketing, financial and operational managers. Cost-benefit assessments of options within the HR domain will have to be prepared and defended. Entrepreneurial instincts will have to be sharpened, as HR managers will be expected to engage in scanning human resource capabilities for business opportunities in this two-way approach to strategic HR planning.

Indian Philosophy and Management

Taniya Marwaha
PGDM (2014-16)

Economic prosperity is the solution to the ongoing problems of every organization, believe many but most ignore the fact that too much emphasis on this generally comes at the cost, that is a deficit in ethics, social and personal values.

Management in the current times is rapidly changing and must adapt to the different changes that it is subjected to. With the onset of globalization different needs have been created with the introduction of new concepts and theories. Not only changes in the economic and the social environment are observed but also a change in the business environment. Because of these things are changing at a rapid pace. The managers today have to not only comply and adapt to the new changing fast environments but also keep up with the vast knowledge and continuous advancements in the managerial area. And such changes and adaptability to them does not come stress-free and thus makes the task for the managers of today even more daunting.

We are so habitual to look and seek the solutions to such problems in pre-existing external factors that we forget to look for intrinsic solutions that lie within us. Probing further into the self, one can discover that answers to these can be found in our scriptures. Our ancestors have left us with an assemblage of knowledge which if used the right way can be beneficial for us to solve our day-to-day problems.

All through the times we have connected the management concepts materialistically. Never have we dug in and connected them to the spiritual concepts or so to say to the non-material concepts. We have learnt and adapted our management concepts according to the western way of thought, but this is definitely wrong as one's management must be bent to suit to its existing ethos and culture. Today an individual has to deal with not just the problems at the professional front but also at a personal level which has to be rightly balanced in one's life. This is where Indian philosophy crops which teaches and advocates an individual's development holistically, not separating one's spiritual growth from one's professional growth.

Times are changing where the buzzwords in business are not Total Quality Management or Kaizan anymore; rather the shift is on words like Tat Tvam Asi (Thou art That). Management speaks a new language now and Bhagavad Gita has become the new bible for managers today. There are numerous solutions in all differing perspectives offered in the Gita to the problematic situations today faced at the workplace. If only we seek answers to them in our culture and ethos, we can actually make a difference to the way we work.

Natesan, et al say, 'The Gita's essence of Yoga, Dharma, Dhyana, Samabhava, Nishkama Karma and Tat-Twam-Asi provides the keys for influencing contemporary management thought and global business practices'.

Giving insights such as focus on the action of work and not on the goals helps grow not just organizations but also individuals working in that organization. Invasion of the Indian thought in management is widely seen and being accepted by organizations abroad. Management is not about being authoritative today but collaborative and the spiritual bend to management is mostly delivered by Indian philosophy of management. It is time we leave behind the existing concepts and stop raking them and go beyond to discover and accept the Indian Philosophy of Management.

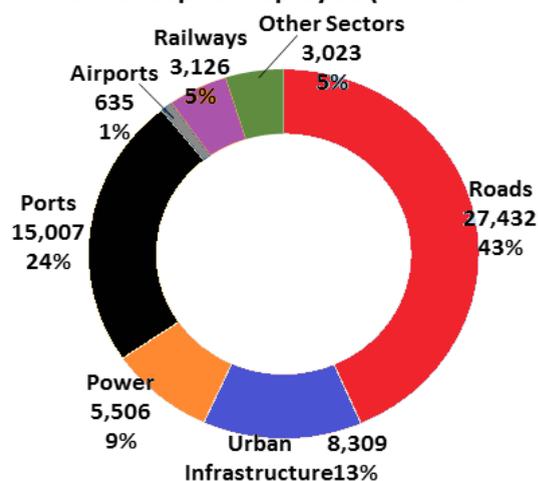
Public Private Partnership

Compiled by Sunil Kumar, Kanhaee Lal, Raman Yadav, Sumit Yadav
PGDM (2014-16)

Public Private Partnership is a business relationship between a private-sector company and a government agency for the purpose of completing a project that will serve the public. Public-private partnerships can be used to finance, build and operate projects such as public transportation networks, parks and convention centers.

These schemes are sometimes referred to as PPP, P3 or P³. The major infrastructure development projects in the Indian state are in Maharashtra (more than 50%) are based on the P3 model. Other sectors including power, irrigation, telecommunication, water supply, and airports have gained momentum through the P3 model.

Amount of capital deployed (In Rs. Billions)



Source: 12th Five-Year Plan document, PPP India database

Significant examples include the following -

- Mid-Day Meal Scheme was mandated centrally by the Government of India in 2003, Akshaya Patra partnered with the Government of Karnataka to serve cooked meals at all Government schools.
- The National Highways Development Project is a project to upgrade and widen major highways in India to a higher standard. The project was implemented in 1998.

Historical Background

It is difficult to determine when exactly the public-private partnership movement started in India. It could be argued that the PPP story began with private sterling

investments in Indian railroads in the latter half of the 1800s. By 1875, about £95 million was invested by British companies in Indian “guaranteed” railways. We could trace it to the early 1900s, when private producers and distributors of power emerged in Kolkata (Calcutta Electric Supply Corporation) and Mumbai, with the Tata’s playing a prominent role in starting the Tata Hydroelectric Power Supply Company in 1911. Cut to the early 1990s, one could postulate that a new wave of PPP movement got started. A policy of opening electricity generation to private participation was announced by the central government in 1991, which set up the structure of independent power producers. The National Highways Act, 1956, was amended in 1995 to encourage private participation. In 1994, through a competitive bidding process, licenses were granted to eight cellular mobile telephone service operators in four metro cities and 14 operators in 18 state circles.

Types of PPP

- Design-Build
- Operation & Maintenance Contract
- Design-Build-Finance-Operate
- Build-Own-Operate
- Build-Own-Operate-Transfer
- Buy-Build-Operate
- Build-lease-operate-transfer
- Operation License
- Finance Only

PPP Process

Identification

- A set of potential projects are identified through a strategic planning process.
- Potential PPP’s are then evaluated for their suitability of development as PPP’s and a pre-feasibility report is prepared.
- An internal clearance is required before proceeding to the next phase.

Feasibility Study, Preparation and Clearance

A potential PPP that was considered suitable in the phase 1 analysis is studied in detail and an application is made for In principle clearance to continue to the procurement phase (Phase-3).

Procurement

The sponsoring authority manages the PPP throughout its life including procurement of various needs to monitoring the performance against the requirements of the concession agreements.

Contract Management and Monitoring

Phase 4 begins at the pre-operative stage and spans the construction stage, the operation stage and contract closure and asset transfer.

Advantages

- Speedy and cost effective delivery of projects.
- Value for money for the project due to involvement of private sector.
- Competition in private sector leads to efficient use of resources.
- Accountability for the provision and delivery of quality public services.
- Innovation and diversity in the provision of public services.
- Raising the standard of living.
- Technologically advancement.
- Supplementing limited public sector capacities to meet the growing demand.
- Risk management

Limitations

- Lack of political leadership, vision and strategy.
- Not implemented in a context of wider changes/administrative reform.
- Poor costing or lack of resources.
- Inappropriate definition of project goals and scope.
- Inadequate attention to monitoring and evolution.

Delhi Gurgaon Expressway

- The National Highways Authority of India (NHAI), under the Ministry of Road Transport & Highways (MORT&H), was entrusted the responsibility for implementation of the Golden Quadrilateral project. As a part of this project, it proposed the conversion of a very busy section of NH-8 connecting Delhi to Gurgaon into a 6/8 lane access controlled divided carriageway.
- The existing 4 lane, 27.7 km section of NH-8 between Delhi and Gurgaon with as many as 20 intersections, experienced high vehicular density (145,000 Passenger

Car Units (PCUs)/day in 2000) and non-segregation of traffic that led to increase in accidents, acute congestion, wastage of fuel and excessive pollution.

- The project was awarded to the consortium of Jaypee Industries and DS Construction Ltd to design, finance, construct, operate and maintain the facility for a concession period of 20 years.
- This was the first BOT project in India to have been awarded on negative grant basis.
- The selected bidder offered to pay 61.06 cr. to NHAI.
- Delivery: The project was commissioned on 25 January, 2008. The expressway is fully operational and is handling a significant traffic volume of more than 180,000 PCUs per day, growing at 9% year-on-year.
- Exit: The concession period is for 20 years and the projected end date is 11 January 2023 when the expressway will be handed over to the government.

Brazil: Hospital Do Suburbio

- * Hospital Do Subúrbio is located in the metropolitan area of Salvador, the capital of the state of Bahia in northeast Brazil.
- * The Hospital Do Subúrbio was the first state hospital built in the Salvador metropolitan area in 20 years.
- * Brazil's first public-private partnership (PPP) in health sector dramatically improved.
- * The transaction closed on May 28, 2010 and a new 298-bed hospital opened in 2010.
- * A consortium composed by Promedica, a leading Brazilian regional health care company, and Dalkia, a French company specializing in facilities management and non-medical services, won the bid.
- * Promedica & Dalkia invested \$23 million in the first year to equip the hospital, and is expected to invest an additional \$9 million over the life of the concession.
- * The country is characterized by widely diverging income levels.
- * Consequently, access and quality of health care is inequitable.
- * Citizens with high income levels have access to private health services.

-
- * People with low incomes must rely on public services which are often poorly equipped and serviced. According to the United Nations Development Program, the country in the Human Development Index (0.813 for Brazil, 0.79 for Salvador and 0.668 for Periperi).
 - * the objectives of the government of Bahia for this PPP were to ensure that all its population had access to high quality emergency health services

Post-Tender Results

- * The transaction was the first health PPP in Brazil and has served as a demonstration model for minimizing health care bottlenecks and improving access to medical services.
- * Since it opened in 2010, the hospital has performed more than 1.8 million medical procedures, including 680,000 emergency procedures.
- * The hospital has created 1,200 new positions for doctors, nurses, physiotherapists and other health professionals.
- * Six other Brazilian states are currently developing PPPs in the sector, including two in non-clinical services.
- * Hospital Do Subúrbio was chosen as one of the world's most innovative projects by KPMG in its "Infrastructure 100: World Cities Edition" report.

Hyderabad International Airport

- * Location : Shamshabad in Ranga Reddy District of Andhra Pradesh About 20 km south of Hyderabad airport .
- * Type of PPP : Build-Own-Operate-Transfer (BOOT)
- * Capacity/Size : 40 mppa
- * Contracting Authority : Ministry of Civil Aviation, Government of India
- * Operator : Hyderabad International Airport Limited (HIAL)
- * Legal Status of Project Company : Joint Venture Company
- * EPC Contractor : Larsen & Toubro (L&T) and China Limited State Construction Engineering Ltd (CSCEHK)
- * O&M Contractor : Menzies & Bobba Aviation and SATS Consortia, Indian

Airlines and Air India Consortia Menzies Aviation Public Limited Company, LSG Sky Chef, Sky Gourme Reliance Industries, Accor Group ,Nuance-Shoppers Stop.

- * Contract Signing Date : 20-Dec-2004
- * Commencement of Construction : Oct -2005
- * Commencement of : 16-Mar-2008
- * Estimated Project cost : Rs. 2478.00 Cr
- * Cost Amount of Government Support : Rs. 107.00 Cr

Project Benefits and Outcomes

- * The airport's strategic location will help significantly reduce travel time on domestic and international routes and cut down fuel costs.
- * First Phase - 105,300 sq.m passenger terminal.
- * Terminal building with 10 contact and 20 remote stands for aircraft parking
- * Construction of subsequent phases to be determined by actual traffic volume.
- * Renegotiations within Project: Initial Estimated Project Cost Rs. 17.6 Billion. Project Cost revised to Rs. 24.78 billion on account of construction of additional facilities including a common fuel farm and business hotel.
- * Government Equity: Private Equity - 26 % : 74 %.
- * Public-private partnership (PPP) is emerging as the new success route in India's attempts to build world-class infrastructure.
- * PPP concept has expanded across key infrastructure segments ranging from roads and communications to power and airports.
- * PPP is the key to policymakers' attempts to create the requisite infrastructure for enabling double-digit GDP growth.
- * The Planning Commission expects private investments to contribute 50 % of total infrastructure investments (worth USD 1 trillion) in India during the 12th five year plan.

Higher education: India has emerged as an ideal market due to a large young population base and a service-focused economy that renders education a prime

need. In 2011, PPP in higher education accounted for a mere 2.2 percent of the total PPP projects. Private higher education constitutes 80 per cent of professional higher education and 33 percent of overall education. As the Indian healthcare industry is gearing to become a 75 billion industry by 2015—a steep rise from the current 40 billion. The total PPP projects in the country, healthcare accounts for just 1.1 percent. Railways: this sector is likely to witness strong PPP activity in the coming years. Power sector is the one where policymakers are eyeing private participation the most.

Global issues - terrorism and racism

Compiled by Mohit Ahluwalia, Karan Singhal, Rishabh Bajpae

PGDM (2014-16)

Terrorism is commonly defined as violent acts (or the threat of violent acts) intended to create fear, perpetrated for a religious, political, or ideological goal, and which deliberately target or disregard the safety of non-combatants (e.g., neutral military personnel or civilians).

Racism is the belief that characteristics and abilities can be attributed to people simply on the basis of their race and that some racial groups are superior to others. Racism and discrimination have been used as powerful weapons encouraging fear or hatred of others in times of conflict and war, and even during economic downturns.

Short-term impact of Terrorism

- *Loss of Human Capital*

The human costs have been horrendous. Estimates are in past 5 years 4000+ were killed in terrorist attacks. This puts India next to Iraq both in terror deaths and terror incidents. The recent 26/11 Mumbai attacks itself left 257-300 dead and 700 injured which includes several high profile individuals such as Shri Ashok Kapur, chairman of Yes Bank who was killed in attack.

- *Investor Behavior*

Frequent attacks on commercial & government institutions shatter the confidence of the investors causing heavy investment drainage. One example of the same is the terrorist attack in Indian Parliament in 2001, which internationally provoked insecurity & discouraged the investors (FIIs & FDI's), obstructing the economic growth. A heavy impact of this can be observed at the stock market that keep diving down post any major terrorist event.

- *Short Term Financial Loss*

In short term the obstacles like loss suffered due to the diversion of business away from the city to other locations, lost earnings of public due to disability and trauma among survivors etc. drains out the productivity levels & impact the respective economy adversely. Post 26/11 the Taj & Trident Hotels incurred heavy loss as operations were halted for 3-4 months. After 26/11 Mumbai attack Pak cricket team had to cancel its Mumbai tour due to which BCCI has incurred a loss to the tune of INR 120 crore. Another such incident was Post Ex-PM Indira Gandhi's assassination 1984 riots which hit the economy severely especially the Agriculture & Transport industry that lost hundreds of crores.

- *Retrenchment effect on Specific Industries*

The Jaipur serial blasts, J&K Terrorism & Mumbai 26/11 attacks did have immediate and concentrated impacts on a number of industries: most notably, airlines, aerospace, travel, tourism, insurance, lodging, restaurants, recreation and related activities. Gross earnings from foreign tourists are currently around 1% of GDP. Post 26/11 terrorist attack estimates suggest that nationally hotels have seen about 60% booking cancellations. Hotel occupancy in western India is down some 25% and rates have plunged. These industries suffered concentrated economic and job losses. Of course, regions or localities with heavy concentrations of these industries suffered disproportionately as well.

Long-term impact of terrorism

- *Political Instability*

The assassinations of 2 Ex-PM of India, Mrs. Indira Gandhi, Mr. Rajeev Gandhi already had jolted Indian politics & economy at large. India had lost 2 of its strongest pillars which otherwise would have taken Indian politics, Business & industry at unimaginable heights. Recently speaking the siege of South Mumbai has taken toll as home minister Shivraj Patil, Chief minister Vilasrao Deshmukh & Home Minister R.R. Patil had to resign. This further unstabilized the Indian industry from a long-term perspective. The Political instability at times have also led to erosion of FII's & FDI's.

- *Global Implications*

India, post Kargil war then Attack on Parliament now 26/11 has lost millions of business as the trade link between the two countries are frozen during such period. Agri-Exporters in bordering states have taken heavy burns. This has resulted in unemployment in these regions, which in turn again triggers riots. 26/11 Attack involved foreign hostages and places where business leaders, executives and foreigners frequented. This will lead to a drop in investments.

- *Long Term Financial Loss*

The direct economic damage done by terrorist attacks: buildings and infrastructure destroyed, productive lives ended. The structural damages post 26/11 attacks was amounting to total of INR 500 crores, which subsequently took its toll on the insurance industry. Another form of longer-term costs security involves the opportunity cost of spending additional money to fight terrorism. Currently India ranks on 9th position in the world for highest military

expenditure (2009-10), which amount to sum total of USD 32,700,000,000. Further, a variety of new spending on security occurred after this incident. As all this happens, economic resources will be directed to shoring up security and diverted away from more productive private sector activity.

Terrorism poses a serious law and order problem and leads to disintegration of society. The incident of murder, torture, mutilation, kidnapping, arson and extortion create atmosphere of suspicion, fear and panic all around. Life becomes uncertain. The terrorists kill civilians. Organized crime and violence causes social disharmony. The inter relationship among various insurgent groups and their foreign linkages brings illegal money and encourages smuggling. Many insurgent groups collect certain percentage of money from the employees and businessmen on regular basis. Economic development of the area comes to an end. Our government has to make heavy expenditure to meet the challenges of terrorism.

The impact on airline-related business, the aircraft and parts manufacturers and tourism in turn affects hotels, restaurants and tourist attractions. Border clearance costs start to rise, with delays and tighter inspections and, in addition, there are increasing demands for greater security on oil and gas pipelines and electricity transmission lines, which also represent higher costs. And commercial travel hence trade in services could also be constrained due to delays and difficulties on cross-border flights. The cost of insurance and reinsurance has increased and many private sector insurers were not willing to cover terrorist attacks.

Racism, also called racialism upholds the ideology that humans are divided into separate and exclusive biological entities called "races" and that there is a causal link between inherited physical traits and traits of personality, intellect, morality, and other cultural behavioral features, and that some races are innately superior to others.

In North America and apartheid South Africa, racism dictated that different 'races' should be segregated from one another, that they should have their own distinct communities and develop their own institutions such as churches, schools, and hospitals, and that it was unnatural for members of two 'separate races' to intermarry.

As globalization in its current form expands, so does the inequality that accompanies it. Rising inequality can result in an increase in racial bias for scapegoating. Due to which different groups are created, each with its own common physical characteristics.

Efforts to check racism

An International Conference on Racism and Globalization was organized by Agricultural

Missions, Inc. and Federation of Southern Cooperatives at the Evangelical Lutheran Church in America Center in Chicago, IL during June 27-29, 2008 to provide time and space for people of color from around the world to share experiences and strategies and to network, as a first step toward creating a new paradigm that better reflects their experiences and histories as they confront globalization in its current context. Raise the level of awareness of the interconnectedness of racism and globalization in the current context and affirm a commitment to seek to end racism within organizations, our communities and ourselves. To develop an international network that will assist organizations, individuals and the general society to use their power to confront and defeat racism in the current context. One hundred thirteen people participated in the conference, with thirty people coming from, or with origins in at least 21 different countries, including: Belize, Canada, Cuba, Dominican Republic, Ecuador, El Salvador, Ghana, Guyana, India, Jamaica, Kenya, Mexico, Nigeria, Palestine, Panama, Puerto Rico, Senegal, South Korea, Sri Lanka, Uganda and U.S.

The conference concluded with a commitment to develop a common agenda for defining globalization in a way that preserves the environment, respects and protects cultures and otherwise benefit peoples of color. The closing pledge also included a commitment to educate and deliberately disseminate information utilizing both formal and informal methods to project and explain solutions in order to build a movement to correct the inequities of globalization and to develop an action network to address the problems associated with racism and globalization.

Since its creation, the United Nations has struggled to find measures to combat racial discrimination and ethnic violence. This commitment to human dignity and equality is reflected in its adoption of a number of resolutions, conventions and declarations, including:

- Convention of the Prevention and Punishment of the Crime of Genocide - 1948
- Declaration on the Elimination of All Forms of Racial Discrimination - 1963
- International Convention on the Elimination of All Forms of Racial Discrimination - 1965
- International Day for the Elimination of Racial Discrimination - designated 1966
- International Convention on the Suppression and Punishment of the Crime of Apartheid - 1973
- First Decade to Combat Racism and Racial Discrimination - 1973-1982
- First World Conference to Combat Racism and Racial Discrimination, Geneva - 1978

-
- Second World Conference to Combat Racism and Racial Discrimination, also in Geneva - 1983
 - Second Decade for Action to Combat Racial Discrimination - 1983-1992
 - Third Decade to Combat Racism and Racial Discrimination - 1994-2003
 - World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance - 2001

In 1998, the General Assembly decided to proclaim 2001 as the International Year of Mobilization against Racism, Racial Discrimination, Xenophobia and Related Intolerance. This observance will help to draw world attention to the objectives of the Conference and to provide a momentum for further political commitment to the elimination of racism and racial discrimination.

Sources:

<https://www.youtube.com/watch?v=iUBzJqIL0-U>

<http://www.globalissues.org/article/165/racism#GlobalizationandRacism>

http://www.gmu.edu/programs/icar/ijps/vol8_2/valk.htm

<http://www.e-ir.info/2011/08/31/what-is-the-impact-of-terrorism-on-the-ipe/>

<http://www.un.org/WCAR/e-kit/background1.htm>

<http://www.britannica.com/EBchecked/topic/488187/racism>

To skip or not to skip

Prashant Bhardwaj

PGDM (2014-16)

There are around 4 billion videos watched in a day on YouTube. So, it may be safe to assume that I am not the only person getting annoyed by a forced advertisement that we have to watch before the desired video. I am sure most of you must have experienced it and you will agree with me when I say that we prepare ourselves to click on 'Skip-Ad' before we even start watching a video.

I wanted to watch a video on YouTube but was annoyed to see that I will have to watch an advertisement (unwillingly), before I get to see what I want to see. As usual, I was waiting to skip the ad after 5 seconds but I was surprised to see that the advertisement was over within 5 seconds itself!!! It was indeed a pleasant surprise. It was a Parle-G biscuit ad where it was shown how so many things have deteriorated over the years but the biscuits were still good as before and unchanged.

The advertisement was targeted for the YouTube audience and they enjoy the liberty of skipping the ads which is a nightmare for the advertisers and they want to stop it from happening.

Producing the entire advertisement in that 5-second window is the most feasible option for the advertiser. There are two reasons behind it – effectiveness and efficiency.

These advertisements are direct, to-the-point and have a fact or a benefit (that the audience is reminded of) attached to it to convey what it wants to say, making it effective. A 5-sec ad generally, has a modest budget and has low CPM (cost per mile or cost per thousand), which makes it highly efficient. Although, there is no emotional connectivity with the audience, but we cannot expect that in just 5 short seconds.

There are a lot of short duration ads these days but you must be wondering if this is the only way for the advertisers to capitalize on the limited time in hand? The answer is NO!!! Let me share another experience of YouTube viewing to explain better.

I received a YouTube link by a friend who ordered me to watch it. To comply with the orders I clicked on the link and was greeted by a Google ad. My 5 seconds countdown began. I was ready to 'skip-ad' but somehow I got hooked to that ad.

I wanted to click (to skip the ad), but instead, the ad clicked!

After watching the entire ad, I was delighted and it was a time well spent, but then

I started to wonder the reason for watching the complete ad despite of having an option to skip.

The ad showed how google helped two childhood friends who separated during Indo-Pak partition, in reuniting after over 50 years. The reason for ignoring the skip option was, that the ad pulled me. It was gripping in the first 5 seconds and I became anxious to know how it would end. The ad was tempting in the first 5 seconds and it built up to a fitting climax. This ad forced me to go beyond 00:05 seconds.

In both the cases, 5 seconds were of prime importance. The differentiating factor was the treatment. On one hand, the entire message was conveyed in those 5 seconds, while in the other, curiosity was generated in the same time to coerce the viewer to stay off the skip option.

The marketers today have to realize that the viewer has an attention span of a goldfish and he/she is eager to SKIP through your efforts.

The point I am trying to make here is that, if you are not able to capture/enthrall/charm/enchant/allure your audience in the first five seconds - YOU HAVE LOST THEM!!!

International Trading Blocs

Naina Sawhney

PGDM (2014-16)

An international trading bloc is an agreement between states, regions, or countries, to reduce barriers to trade between the participating regions. The most well known trade bloc is NAFTA, between the United States, Canada, and Mexico. Some opponents of trade blocs believe that such agreements are detrimental to global free trade. The set of countries which engage in international trade together are usually related through a free trade agreement or other association. The idea behind formation of a trade bloc is to join together in some form of agreement in order to increase trade between the members them and/or to gain economic benefits from cooperation on some level.

A preferential trade agreement between a subset of countries is designed to significantly reduce or remove trade barriers within member countries. When a trade bloc comprises neighboring or geographically close countries, it is referred to as a 'regional trade (or integration) agreement.' It is sometimes also referred to as a 'natural' trade bloc to underline that the preferential trade is between countries that have presumably low transport costs or trade intensively with one another. The two principal characteristics of a trade bloc are that: (1) it implies a reduction or elimination of barriers to trade, and (2) this trade liberalization is discriminatory, in the sense that it applies only to the member countries of the trade bloc, outside countries being discriminated against in their trade relations with trade bloc members.

Advantages of trade blocs

There are five major advantages of trade bloc agreements: foreign direct investment, economies of scale, competition, trade effects, and market efficiency.

- **Foreign Direct Investment:** An increase in foreign direct investment results from trade blocs and benefits the economies of participating nations. Larger markets are created, resulting in lower costs to manufacture products locally.
- **Economies of Scale:** The larger markets created via trading blocs permit economies of scale. The average cost of production is decreased because mass production is allowed.
- **Competition:** Trade blocs bring manufacturers in numerous countries closer together, resulting in greater competition. Accordingly, the increased competition promotes greater efficiency within firms.

-
- **Market Efficiency:** The increased consumption experienced with changes in demand combines with a greater amount of products being manufactured to result in an efficient market.

Disadvantages of Trade Blocs

The disadvantages, on the other hand, include: regionalism vs. multinationalism, loss of sovereignty, concessions, and interdependence.

- **Regionalism vs. Multinationalism:** Trading blocs bear an inherent bias in favor of their participating countries. For example, NAFTA, a free trade agreement between the United States, Canada and Mexico, has contributed to an increased flow of trade among these three countries. Trade among NAFTA partners has risen to more than 80 percent of Mexican and Canadian trade and more than a third of U.S. trade, according to a 2009 report by the Council on Foreign Relations. However, regional economies by establishing tariffs and quotas that protect intra-regional trade from outside forces, according to the University of California Atlas of Global Inequality. Rather than pursuing a global trading regime within the World Trade Organization, which includes the majority of the world's countries, regional trade bloc countries contribute to regionalism rather than global integration.
- **Loss of Sovereignty:** A trading bloc, particularly when it is coupled with a political union, is likely to lead to at least partial loss of sovereignty for its participants. For example, the European Union, started as a trading bloc in 1957 by the Treaty of Rome, has transformed itself into a far-reaching political organization that deals not only with trade matters, but also with human rights, consumer protection, greenhouse gas emissions and other issues only marginally related to trade.
- **Concessions:** No country wants to let foreign firms gain domestic market share at the expense of local companies without getting something in return. Any country that wants to join a trading bloc must be prepared to make concessions. For example, in trading blocs that involve developed and developing countries, such as bilateral agreements between the U.S. or the EU and relatively poor Asian, Latin American or African countries, the latter may have to allow multinational corporations to enter their home markets, making some local firms uncompetitive.
- **Interdependence:** Because trading blocs increase trade among participating countries, the countries become increasingly dependent on each other. A

disruption of trade within a trading bloc as a result of a natural disaster, conflict or revolution may have severe consequences for the economies of all participating countries.

Types of trading blocs

- Preferential trade area - Preferential Trade Areas exist when countries within a geographical region agrees to reduce or eliminate tariffs barriers on selected goods imported from other members of the area.
- Free trade area - Free Trade Areas are created when two or more countries in a region agree to reduce or eliminate barriers to trade on all goods coming from other members.
- Customs Union - A customs union involves the removal of tariff barriers between members, plus the acceptance of a common (unified) external tariff against non-members. This means that members may negotiate as a single bloc with 3rd parties, such as with other trading blocs, or with the WTO.
- Common Market - This means that all barriers to trade in goods, services, capital, and labor are removed. In addition, as well as removing tariffs, non-tariff barriers are also reduced and eliminated.
- The Economic Union - This is a common market where the level of integration is more developed. This involves elimination of internal barriers and adopts common external barriers. It allows free movement of resources and follows a uniform set of economic policies. E.g.: European Union.

Prominent trade blocs

Regional trade blocs:

- European Union (EU)
- African Union (AU)
- Union of South American Nations (UNASUR)
- Caribbean Community (CARICOM)
- Central American Integration System (SICA)
- Arab League (AL)
- European Free Trade Association (EFTA)
- Eurasian Economic Community (EAEC)
- Association of Southeast Asian Nations (ASEAN)
- Central European Free Trade Agreement (CEFTA)

-
- North American Free Trade Agreement (NAFTA)
 - South Asian Association for Regional Cooperation(SAARC)

ANDEAN (Andean Community Countries) - Bolivia, Colombia, Ecuador, and Peru; Associate Members include Argentina, Brazil, Chile, Paraguay, and Uruguay while the observer countries are Mexico and Panama

BSEC (Organization of the Black Sea Economic Cooperation) - Albania, Armenia, Azerbaijan, Bulgaria, Georgia, Hellenic Republic, Moldova, Romania, Russian Federation, Serbia, Turkey, and Ukraine

CARICOM (Caribbean Community) - Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & The Grenadines, Surinam, and Trinidad & Tobago

CIS(Commonwealth of Independent States)-Armenia,Azerbaijan,Belarus,Kazakhstan, Kyrgyz, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan

COMESA (Common Market for Eastern and Southern Africa) - Burundi, Comoros, Democratic Republic of the Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia, Zimbabwe.

ECOWAS (Economic Community of West African States) - Benin, Burkina Faso, Cape Verde, The Gambia, Ghana, Guinea, Guinea Bissau, Ivory Coast, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo

EFTA (European Free Trade Association) - Iceland, Liechtenstein, Norway, and Switzerland.

GAFTA (Greater Arab Free Trade Area) - Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, United Arab Emirates (UAE), and Yemen.

GCC (Gulf Cooperation Council for the Arab States of the Gulf) - Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates

SAARC (South Asian Association for Regional Cooperation) - Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka.

SADC (Southern Africa Development Community) - Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe.

HOMELAND PROFILE

Foreign Direct Investment and its presence in India

Bharat Arora

PGDM (2014-16)

Foreign direct investment (FDI) is a direct investment into production or business in a country by an individual or company of another country, either by buying a company in the target country or by expanding operations of an existing business in that country.

Broadly, foreign direct investment includes “mergers and acquisitions, building new facilities, reinvesting profits earned from overseas operations and intra company loans”. FDI can be classified as:

- Inward
- Outward

Foreign Direct Investment was introduced in 1991. It was introduced via the Foreign Exchange Management Act (FEMA).

Examples of FDI in India

- BP (British petroleum) Plc is making one of the biggest foreign direct investments (FDI) in India, with a \$7.2 billion tie-up with Reliance Industries to explore for deep water oil and gas.

BP will take a 30 percent stake in 23 oil and gas blocks and form a 50:50 joint venture with Reliance for the sourcing and marketing of gas.

- India’s environment ministry approved plans by South Korea’s POSCO to build a \$12 billion steel mill, a boost for the foreign investment climate in Asia’s third-largest economy after several setbacks for big ticket industrial projects.
- Vodafone entered India in 2007, paying \$11.1 billion to buy a 67 percent controlling stake in Hutchison Whampoa Ltd.’s mobile business in India, in which India’s Essar Group is a partner. The deal is the largest inbound foreign direct investment to be completed.
- Japanese drug maker Daiichi Sankyo paid up to \$4.6 billion in 2008 for control of India’s Ranbaxy Laboratories Ltd.
- NTT DOCOMO Inc. agreed to pay \$2.7 billion in 2008 for a 26 percent stake in Indian telecoms firm Tata Teleservices, giving Japan’s top mobile operator a foothold in the world’s fastest-growing major mobile market.

Types of FDI

- *Horizontal FDI* arises when a firm duplicates its home country-based activities at the same value chain stage in a host country through FDI.
- *Platform FDI* Foreign direct investment from a source country into a destination country for the purpose of exporting to a third country.
- *Vertical FDI* takes place when a firm through FDI moves upstream or downstream in different value chains i.e., when firms perform value-adding activities stage by stage in a vertical fashion in a host country.

Methods

The foreign direct investor may acquire voting power of an enterprise in an economy through any of the following methods:

- By incorporating a wholly owned subsidiary or company anywhere.
- By acquiring shares.
- Through a merger or an acquisition.
- Participating in an equity joint venture.

Purposes for which countries seek FDI

- Economic growth.
- Increase a firm's global competitiveness and positioning
- Fill gaps between a company's product line
- Gain foothold in a new geographic market
- Brings new technology, business expertise and knowledge.

Importance

- Act as a long term source of capital as well as a source of advanced and developed technologies.
- Brings best global practices of management.
- Increasing employment.
- FDI helps in promoting international trade.
- Assists in Human Capital Formation.
- Increases productivity.

Benefits

- Growth In Economy
- Job Opportunities
- Benefits to Farmers
- Benefits to Consumers
- Cheaper Production Facilities
- Availability of new Technology
- Long-term cash liquidity
- Conducive for country's Economic Growth
- Opens up new avenues for Franchising
- Infrastructure

Drawbacks

- *FDI crowds out domestic investment by:*
 1. Being a monopolistic competitor.
 2. Raises demand for money.
 3. Raises interest rates.
- *Foreign firms have more:*
 1. Advertising power.
 2. Ability to dominate the market.
 3. Predatory pricing to prevent entry.

Trends in FDI

- In the last two decades world has seen an extensive inflow of FDI or foreign direct investment into developing countries. More and more developing countries are competing with each other to attract this investment. Restrictions which were earlier in place on these investments are now being removed as the importance of FDI is being realized.

-
- FDI has a major role to play in India's economic development. The total FDI inflow in our country was US\$27 billion in 2010-11. Over the past few years, many sectors have seen the growth of foreign investment.
 - The Government is also coming out with new reforms to promote more and more of this investment.

Conclusion

- FDI, thus on one hand helps in increasing the output through usage of advanced technology and management techniques and on the other it is a threat to local companies in the country.
- Government should take steps in the direction of integrating foreign investors with local businesses. This will help in overall economic development as well as preservation of country's heritage.
- MNCs should be allowed to set up in such a manner that they help increase the standard of living of our country instead of sole profit making.

Indian Retail Industry

Ritika Arora

PGDM (2014-16)

India has been ranked as the fifth most preferred destinations for retail investments. The growing urbanization, changing demographics, increasing per capita income and disposable incomes, liberal regulatory norms and improved technological environment in the country have contributed significantly to making India as one of the most lucrative retail markets. However, it was not always the same and the sector has witnessed a complete revival in recent decades.

Indian Retail Scenario in the Past

Traditionally, only the unorganized retailing was practiced in the country and retailing was somehow synonymous to the local grocery shops commonly known as 'Kiranas' stores. Apart from these stores, the other shopping destinations for consumers were the local fairs, hawkers, and pavement vendors. No standard patterns for selling were followed in the past and retailing was mostly considered to be an occupation for those who are either not educated or meagerly educated. The only purpose that attracted consumers to these retailers was to meet out daily necessities. Consumer awareness levels were quite low along with their spending powers. The family sizes were large and the earners were only males in most of the families. The females and kids usually did not have any say in the family purchases and the market was controlled by the retailers. Consumers had no choice but to buy whatever was sold to them.

Indian retail scenario at present

The Indian retail industry at present is marked by the co-existence of both organized and unorganized retailers. Although even till today the industry is strongly dominated by unorganized retailers with more than 90% of the total market share, the sector has begun to face stiff competition from the organized sector. The organized sector includes various retail formats like supermarkets, hyper-stores, chain stores, departmental stores which may be selling a single brand or multiple brands. The organized players follow well-defined selling and supply chain models and employ not only the meagerly educated workforce but the highly skilled and well-trained as well. The consumers' perspective towards retailing has changed and shopping from retail stores is no more restricted to necessity shopping; it is rather a means of recreation as well. The demographics have changed largely and there has been a significant increase in the consumers' disposable incomes. Females contribute

equally to the incomes as well as buying decisions and kids also influence the family purchases.

Expected retail scenario for the future

The promising sectors that are likely to grow in near future include fashion and lifestyle, food and grocery, and electronics. With the approval of 100% FDI in the single-brand retail and 51% in multi-brand retail, the sector is expected to project an even better growth in the future, but the competition will also get a hike. Though this competition would benefit the consumers, it may increase the problems for the unorganized retailers in India. The sector will no more be looking for employees who are good in arranging shelves and attending customers; the future belongs to those with leadership skills, detailed understanding of CRM and supply chain concepts and an ability to communicate with the global customers. There is a greater interaction with the outside world and therefore the future consumers will be highly aware and demanding. The retailers will have to shift their focus from selling a product to delivering an individualized store experience. Growth would be achieved by expansion (increasing the market size) and diversification (increasing the firm's offerings) strategies. Environmental concerns and corporate social responsibility will occupy a significant place in the retailers' decisions and the rural consumers would have a better control on the market.

Jai ho! Mangal ho!

Ramamurthy Sambasivam

PGDM (2014-16)

On 24th September 2014, ISRO's Mars Orbiter Mission (MOM) successfully entered the orbit of the red planet, thus making India the first nation to enter the Mars orbit in the first attempt. European, Russian and the US probes have managed to enter the orbit, but only after several attempts, thus catapulting the country in the elite club of three nations.

The successful manoeuvres were carried out in early hours, watched keenly by Prime Minister Shri Narendra Modi, his cabinet colleagues and Karnataka Chief Minister Shri Siddaramaiah.

As Prime Minister Narendra Modi watched, ISRO scientists successfully ignited the main 440 Newton Liquid Apogee Motor (LAM) and eight small thrusters that fired for 24 minutes from 7.17 a.m. and slowed down the speed of Mars Orbiter Mission (MOM) spacecraft 'Mangalyaan' for it to slip into a smooth orbit around the Red Planet after almost an year-long voyage.

Scientists broke into wild cheers and congratulated each other after the 1,350 kg spacecraft was maneuvered into its designated place, capping a 666 million km journey that began on November 5, 2013. MOM bears five scientific instruments with devices to measure methane, atmospheric hydrogen, surface temperature, and atmospheric pressure, as well as a camera for scanning the Martian surface. Some are similar to instruments used on previous Indian lunar missions.

Mars Orbiter Insertion was carried out automatically by commands loaded onto the spacecraft after its velocity was slowed down from 22.1 km per second to 4.4 km per second to be captured by the Martian orbit. The rocket that carried India's first unmanned satellite to Mars was as high as a 15-storey building and weighed nearly 320 tonnes - almost as much as 50 full-grown elephants.

The cheapest Mars mission ever

The feat cost India a tiny fraction of the bill footed by NASA for their expedition - the US spent £410 million compared to the £45 million invested in the Indian Mars Orbiter Mission. As per the calculations, it was being found that the journey per km from Earth to Mars was only ₹7/km, which is even cheaper than the taxis in the metropolitan cities like Delhi where the taxi drivers charge ₹20/km.

“A Hollywood movie costs more,” Mr. Modi said as he seized on the achievement as confirmation that India is now a world leader in low cost space exploration. The Indian prime minister had previously joked the mission’s budget was lower than Gravity, the Sandra Bullock and George Clooney sci-fi film which was £13 million more expensive.

The triumph buoyed Mr. Modi two days before he is due to lead a business delegation to the United States to encourage more foreign firms to invest in Indian manufacturing. The Mars Orbiter Mission travelled 400 million miles to become 21st successful bid to enter Martian orbit.

The odds, were stacked against us. Of the 51 missions, attempted across the world so far, a mere 21 had succeeded. But we have prevailed: PM. It had done so in just three years and relied entirely on Indian-designed and manufactured components, Mr. Modi said. “History is made and I’m glad to have witnessed it. I will never forget this day,” he added.

Mangalyaan’s entry into Mars’ orbit is the latest in a series of Indian space exploration successes. In November 2008, the Chandrayaan lunar expedition landed on the moon and discovered traces of water on its surface. India has since pledged to spend £1.7 billion on developing a manned spacecraft and eventually put Indian astronauts on the moon.

Mangalyaan is a smaller mission than its American MAVEN rival, with fewer payloads and a flight schedule of just six months. The satellite was launched in May last year and contains five solar powered instruments to test the red planet’s atmosphere and mineralogy. It will also explore for signs of water believed to have once been present on Mars’ surface.

Long Way to Go: Manufacturing Sector in India

*Vithika Misra
PGDM (2014-16)*

Prime Minister Narendra Modi's rousing Independence Day call from Red Fort to "Make in India" comes not a minute too soon. In 2012-13, after two decades, manufacturing output of India had declined for the first time- dragging down GDP growth. During the same period, India watched countries like China, Thailand and even latecomer Vietnam storm ahead to become manufacturing powerhouses. A decade ago, India and China had roughly the same GDP but India's current GDP is only about half that of China.

Manufacturing is the export driver throughout east and Southeast Asia. China with more than 40% of the GDP coming from manufacturing has emerged as a preferred destination for manufacturing labour intensive products. On the other hand, India has failed to capitalize on this huge opportunity. Indian manufacturers are facing increasing competition from the Chinese and other East Asian players.

Modi needs to act fast to put his stirring words into action to boost manufacturing from its sub-par levels of 13-15% of GDP of past several years- compared to about 45% of the GDP for China. The initial signs for him to build on his promise are propitious. The budget too has somewhat helped to set the stage for the hopes of "acche din" in manufacturing. Let's review a few manufacturing related proposals:

- **Ramp up investments:** The manufacturing sector could get a boost if the proposed budget infrastructure investments- including Rs. 7060 crore for developing smart cities, Rs. 4000 crore for constructing affordable housing and Rs. 5000 crore for building modern warehouses- are largely utilized.
- **Dreaming big on small:** The budget proposal to form a Rs. 10000 crore venture capital fund to extend financial assistance to MSMEs and the proposed 15% investment allowance, available for three years to companies investing over Rs. 25 crore in new plants and machinery will create more factories and jobs.
- **Enticing FDI:** Raising the foreign direct investment ceiling in the defense sector, from 26% to 49%, should result in more manufacturing investments
- **GST hope:** The finance minister's commitment to implementing the much delayed goods and service tax by year end is welcomed. It could boost the GDP by 0.9%-1.7% per annum.

However, there are four critical points that the budget or the PM's speech has not thrown light upon, but which need to be addressed if India is to come closer to its full potential.

- **Skilled manpower:** India will add about 200 million people to its working age population between 2010 and 2030. But low labour productivity has raised concerns whether India can reap the benefits of this demographic dividend. World Bank data shows that productivity measured as GDP per employed person is about \$15000 and \$16000 respectively for China and Thailand, but in India, it is around \$9000.

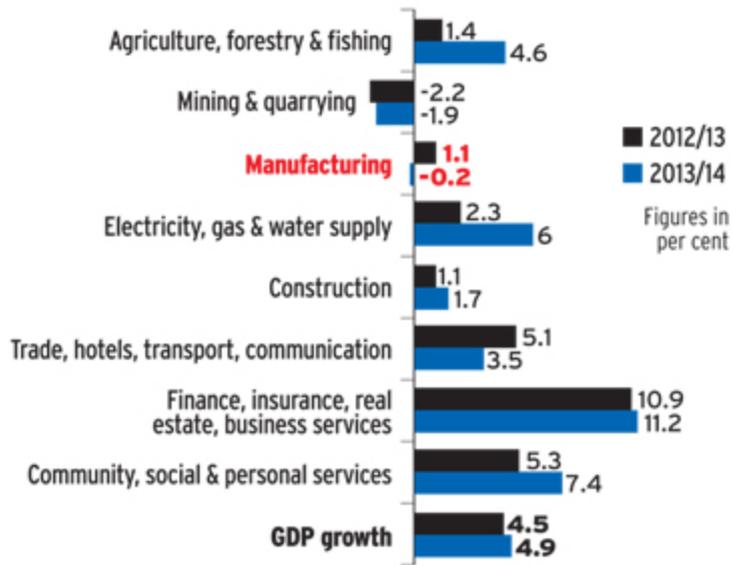
India has one of the largest domestic markets in the world and it has large labour force available at relatively low cost. The training industry results in effective training to only 25% of workers joining the workforce annually. The center must address this skills shortage by providing greater fiscal incentives and tax breaks to the private sector to set up skill development institutions

- **Reforms in labour laws:** The budget could have shown more gumption in laying out a roadmap to overhaul archaic labour laws. Existing laws curb flexibility around hiring and retrenchment. But with Chinese labour cost increasing, India can attract a large chunk of labour intensive manufacturing from China. Greater flexibility in labour laws is the key to success here. Haryana and Rajasthan has started labour reforms. Getting into the act, the Center too has moved to amend labour laws including the Apprenticeship Act, but needs to go further.
- **Focus on industrial parks:** India's recent MoU with China for setting up industrial parks will help India leverage Chinese expertise in starting and operating labour intensive industries. For these parks to be successful, however, the Central and state governments must provide the physical and social infrastructure like ports, rail connectivity, uninterrupted power, skill development facilities beforehand.
- **GST soon but how:** The government must immediately set up a transparent roadmap with timelines to demonstrate its commitment in getting this done. However, continued wrangling by states over this makes finance minister Arun Jaitley's task more challenging.

The journey towards better days in manufacturing has just begun, but unless the budget proposals are fully implemented and more steps are taken to address the challenges not dealt within the budget, India will be unable to meet its tremendous full potential in manufacturing.

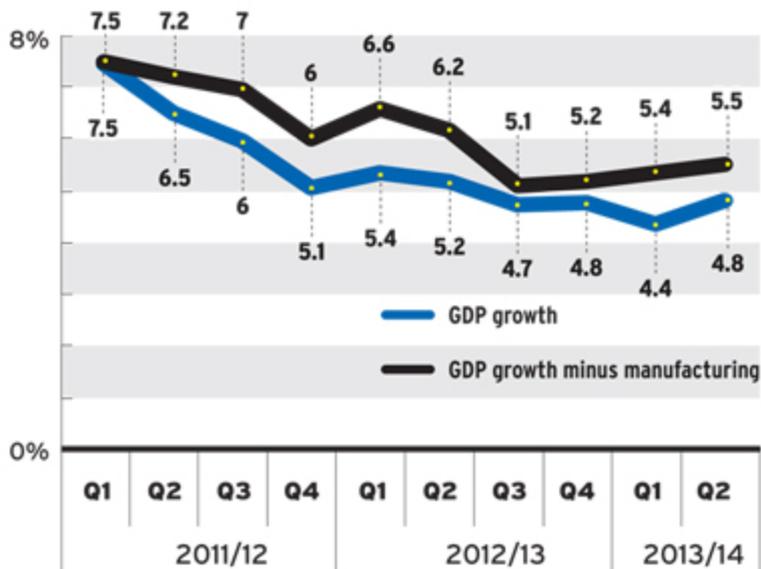
GROWING PAINS

GDP growth of different sectors. Manufacturing is way down in the list



BIG DRAG

Without manufacturing, GDP growth would have been higher



Source: Ministry of Statistics and Programme Implementation

Poverty in Third world countries is due to prosperity in First world countries

Shantanu Chakraborty

PGDM (2014-16)

It is quiet despicable but is true that most of the third world countries were former colonies have struggled to gain independence and now struggling to gain a identification. Due to their common background they decided to move mutually and First world countries used to call them "Underdeveloped Countries" but fortunately with time name changed to "Developing Countries" and then to "Third World Countries", however their criteria of classification changes sometimes as the countries which depend on foreign aid are third world countries or sometimes it shifted to the countries who did not participate in the Cold War are Third World Countries.

But as of many economists believes the bloc of democratic-industrial countries within the American influence sphere are the "First World", The Eastern bloc of the communist-socialist states, the "Second World" and remaining three-quarters of the world's population, states not aligned with either bloc were regarded as the "Third World". What so it may be but this does not change the fact that the people of First and Second World Countries enjoys higher liberties relative to the third ones. During Cold war both Americans and Soviets members of First and Second world respectively tries to form connections with majority of the world to take to their own side and most common example is 1971 war between American backed Pakistan and Soviet backed India.

But now when we talk about prosperity it is true that Third World countries also do have wealth in past but due to shifting of wealth from these countries to west left these countries miserable at least applicable to India according to "Drain of Wealth" theory by "Grand old Man of India". Now when Europe and west thought of industrialization we think of arranging food, when they think of war we still think of arrangement of food.

If we go inside and try to understand initially the "first world countries" have gained this tag because the development began for them at a very initial stage. They could utilize their resources, labor and capital in an efficient manner at a point of time when other countries had not even thought of it.

At the time these giants were developed and self-sufficed, the awareness in the "third development countries" was in a premature state. Hence, the economy of the latter could not compete with that of the former. This led to decrease in value of the money for

underdeveloped or developing nations. And the growth is felt at a very slower pace than the developed ones. In terms of economy, a country like India purely rely on the huge sum of money poured by the developed countries for the up-liftment of their emerging markets known as quantitative easing (QE). The continuous threats regarding the tapering of QE triggers a sense of fear and makes Indian economy volatile and unstable. Secondly, the high standard of living, lucrative pay scale and other perks leads to brain drain. Thirdly, the museums over there are still embellished with Indian assets, artifacts and gemstones all which were once the pride of our kings.

This reminds us, time and again, the plight of Indians during British raj, which still has traces on Indian economy and living style. Also when we talk about India and Pakistan we can see that, the resources that should be spent for removal poverty were spent for Atomic weapons. One another example of Pakistan, Afghanistan, Iraq, we can see they are facing poverty as a gift from America and for reasons we can see talents of 3rd world also moves to 1st world by that best resources of these countries can not be used in these countries.

We all agree to the fact that India belongs to third world. Around many years ago it used to be called as "The golden bird." But around 16th century, it started becoming victim of western countries which were poorer or average by that time. First they started making business and then they started interfering in the politics also which ultimately made India their slave for 200 years. In this time period they exploited India in every aspect mostly in materialism. When they left India, there was nothing to eat also for even a average person.

But does that mean only First world is the one to be held responsible for this it is true we have struggled in past but it is now more than 65 years and we have made lots of good differences to Indian society but more is needed only the feel of patriotism is not good enough the Devotion and Karma too is needed.

It is true now India is technically, financially and economically growing. It does have increased its education rate also. But still looking towards third world have become our attitude we don't want to invest in India but its okay to invest in west. What People in India and Third world country needed is just a push. They just have to think at the national level. It is we who have to take care of ourselves. Let us pledge we will stop blaming others and rather will work for our motherland to make her economic efficient and will make her comparable to other western countries.

Skill Development

*A Compilation by Pallavi Mishra
PGDM (2014-16)*

Introduction

The Government of India has adopted skill development as a national priority over the next 10 years. The Eleventh Five Year Plan detailed a road-map for skill development in India, and favored the formation of Skill Development Missions, both at the State and National levels. To create such an institutional base for skill development in India at the national level, a “Coordinated Action on Skill Development” with three-tier institutional structure consisting of the PM’s National Council on Skill Development, the National Skill Development Coordination Board (NSDCB) and the National Skill Development Corporation (NSDC) was created in early 2008.

Board of Directors

- The Board of Directors of NSDC comprise of 14 members with 5 from the government (including 2 nominees from the private sector) and 9 (including the MD & CEO) from the private sector.
- The Board is chaired by Mr. S. Ramadorai, Former Vice Chairman of India’s largest IT Company - Tata Consultancy Services.

Functions of NSDC

The main functions of the PM’s National Council on Skill Development are as under:

- To lay down overall broad policy objectives, financing and governance models and strategies relating to skill development.
- To review the progress of schemes, and guide on mid-course corrections, additions and closure of parts or whole of any particular programme/scheme.
- Coordinate Public Sector / Private Sector Initiatives in a framework of collaborative action

Objective

- Develop a strategy for skill development at the national level, along with variations at the state level.
- Map the gaps in the area of skill development and develop strategies to address the skill deficit.
- Identify new areas for employability and promote skill development in such sectors.
- Advice on remodeling of existing skill development programmes run by various ministries.

- Promote greater use of Information Communications Technology in the area of skill development.
- Develop and implement an action plan for skill development to maximize job generation within the country and create human resources for global needs.
- Provide guidance through the Prime Minister’s National Council on Skill Development for activities to be undertaken by the Centre and the States and by the National Skill Development Corporation.

Roles of NSDC

- **Funding and incentivizing:** In the near term this is a key role. This involves providing financing either as loans or equity, providing grants and supporting financial incentives to select private sector initiatives to improve financial viability through tax breaks, etc. The exact nature of funding (equity, loan and grant) will depend on the viability or attractiveness of the segment and, to some extent, the type of player (for-profit private, non-profit industry association or non-profit NGO). Over time, the NSDC aspires to create strong viable business models and reduce its grant-making role
- **Enabling support services:** A skills development institute requires a number of inputs or support services such as curriculum, faculty and their training, standards and quality assurance, technology platforms, student placement mechanisms and so on. The NSDC plays a significant enabling role in some of these support services, most importantly and in the near-term, setting up standards and accreditation systems in partnership with industry associations
- **Shaping/creating:** In the near-term, the NSDC will proactively seed and provide momentum for large-scale participation by private players in skill development. NSDC will identify critical skill groups, develop models for skill development and attract potential private players and provide support to these efforts.

Training Partners	187
Traning Centres	2187
People Trained	36,57,763
People Placed	14,06,800

Training Partners

The 150 training partners, which include for-profit and not-for-profit entities, represent the core philosophy of NSDC. Through its PPP constitution, the delivery of skilled population been placed solely at the doors of private sector companies that for the good part are funded by NSDC.

Over the past 4 years, training partners have delivered over 2 million skilled people in more than 25 sectors, at 2500+ fixed and mobile centre, in over 350 districts across the country. The two types of courses affiliated under NSDC are:

- Courses conducted by NSDC approved training partners which should be certified by Sector Skill Councils (SSCs) as well as courses that may not be certified by SSCs as no SSC exists in that area.
- Courses certified by SSCs which are not provided by NSDC funded training partners.

Sector Skill Councils

Since its inception, one of the pillar on which NSDC was built are the Sector Skill Councils (SSCs), which play a vital role in bridging the gap between what the industry wants and what the skilling curriculum ought to be.

The National Occupational Standard is one of the most significant contributions of NSDC to India's skilling ecosystem - something that was made possible by the SSCs, which are national partnership organizations that bring together all the stakeholders - industry, labor and the academia. The SSCs operate as autonomous body. It could be registered Public Limited Co. Funding is initially done by the government. As they grow, the SSCs become self-funded.

Recent Policy Changes

- The government was looking at branding the programme through the Rural India Skills Emblem, which will act like the Bureau of Indian Standards certification that will hallmark the skilled workers from our country.
- This will be recognized globally. It's a kind of certification which will be done by (the rural development) ministry identified empanelled bodies, which will certify the personal background of the person, not only his skill-set.
- Candidates will be trained in the basics in English and information technology that will equip them to deal with the challenges of working in advanced economies.
- Instead of opening training centers directly, the programmes will be implemented in partnership with private firms, the official said. The ministry aims to open 1,500-2,000 centers in the next two years and the entire cost of the programme is likely to be Rs.1,500 crore to Rs.2,000 crore a year, well within the budget allocation of the rural livelihood mission, which was Rs.4,000 crore.
- A National policy on skill development and entrepreneurship will soon be finalized
- The government is likely to launch a Prime Minister's fellowship scheme for skilling and innovation.

-
- A sustained national campaign will also be launched to make vocational training aspirational with celebrities as brand ambassadors. For entrepreneurship, the plan involves integrating entrepreneurship training in schools alongside vocational training programmes. In addition, the government will support setting up incubation and research parks and enable credit linkages through banks.
 - The government is also drawing up plans to provide marketing support to tech start-ups to create one million “digital entrepreneurs”.
 - The scheme for adoption of ITIs through public-private partnership is also likely to be revamped.

References

<http://www.nsdcindia.org/>

<https://www.sdi.gov.in/>

<http://www.hindustantimes.com/business-news/govt-draws-roadmap-for-skill-development/article1-1310121.aspx>

Swachch Bharat Abhiyan

Compiled by Abhishek Mitra, Himanshi Saini

PGDM (2014-16)



Swachch Bharat Abhiyan or the Clean India Mission is a national level campaign by the Government of India, covering 4041 statutory towns to clean the streets, roads and infrastructure of the country. The campaign was officially launched on 2nd October 2014 at Rajghat, New Delhi, where Prime Minister Narendra Modi himself cleaned the road. The campaign is India's biggest ever cleanliness drive and 3 million government employees and schools and colleges students of India participated in this event. The mission was started by Narendra Modi, the Prime Minister of India, nominating nine famous personalities for this campaign, and they take up the challenge and nominate nine more people and so on (like the branching of a tree). It has been carried forward since then with famous people from all walks of life joining it.

History

1986 - Central Rural Sanitation Programme (CRSP)

The components of the Central Rural Sanitation Programme were -

- a) Construction of individual sanitary latrines for households below poverty line with subsidy (80%) where demand exists.
- b) Conversion of dry latrines into low cost sanitary latrines.
- c) Construction of exclusive village sanitary complexes for women by providing complete facilities for hand pump, bathing, sanitation & washing on a selective basis where adequate land/space within the premises of the houses do not exist and where village Panchayats are willing to maintain.

-
- d) Setting up of sanitary marts.
 - f) Intensive campaign for awareness generation and health education for creating felt need for personal, household and environmental sanitation facilities.

1st April 1999 - Total Sanitation Campaign (TSC)

The Government of India have restructured the Comprehensive Rural Sanitation Programme with effect from 01/04/1999 and launched the Total Sanitation Campaign (TSC).

June 2003 - Nirmal Gram Puraskar

To give a fillip to the Total Sanitation Campaign, the Government of India launched an incentive scheme from June 2003 in the form of an award for total sanitation coverage, maintenance of clean environment and open defecation-free Village Panchayats, Blocks and Districts called 'Nirmal Gram Puraskar'.

1st April 2012 - Nirmal Bharat Abhiyan (NBA)

TSC renamed to "Nirmal Bharat Abhiyan" (NBA) from 01/04/2012.

2nd October 2014—Swachh Bharat Abhiyan



Objectives

This campaign aims to accomplish the vision of '**Clean India**' by 2nd October 2019, 150th birthday of Mahatma Gandhi and is expected to cost over ₹ 62,000 Crore (US\$9.7 Billion). The fund sharing between the Central Government and the State Government / Urban Local Bodies (ULBs) is 75%: 25% and 90% : 10% for North Eastern and special category states). The campaign was described as *beyond politics* and *inspired by patriotism*.

-
1. To eliminate open defecation.
 2. Conversion of insanitary toilets to pour flush toilets.
 3. To Eradicate manual scavenging.
 4. 100% collection and scientific processing/disposal reuse/recycle of Municipal Solid Waste.
 5. To bring about a behavioral change in people regarding healthy sanitation practices.
 6. To generate awareness among the citizens about sanitation and its linkages with public health.
 7. To strengthen urban local bodies to design, execute and operate systems.
 8. To create enabling environment for private sector participation in Capital Expenditure and Operation & Maintenance (O&M) costs.

Nominees

PM Modi selected 9 notable public figures to propagate this campaign. They are -

- Anil Ambani
- Baba Ramdev
- Kamal Hassan
- Mridula Sinha
- Priyanka Chopra
- Sachin Tendulkar
- Salman Khan
- Shashi Tharoor
- The team of TV series Taarak Mehta Ka Ooltah Chashmah

Indian film actor Aamir Khan supported and encouraged this initiative and told that he would be happy if he is invited into this campaign. Urban Development Minister, M. Venkaiah Naidu, picked up the broom to clean cyclone-hit port city of Visakhapatnam in southern state of Andhra Pradesh, as part of Prime Minister Narendra Modi's cleanliness campaign. He announced brand ambassadors in various fields for the purpose.

On December 25, 2014 PM Modi nominated nine people for taking forward his 'Swachh Bharat Abhiyan' which included noted stand-up comedian Kapil Sharma, Former captain of Indian cricket team Sourav Ganguly, Former IPS officer Kiran Bedi, Nagaland Governor Padmanabha Acharya, noted Classical dancer Sonal Mansingh, Ramoji Rao of Eenadu Group, Aroon Purie of India Today Group. He also nominated Institute of Chartered Accountants of India, Eenadu Group, India Today Group and 'Dabbewale' of Mumbai. On November 8, 2014, Modi carried the message to Uttar Pradesh and nominated another set of nine people for the state.

Swachh Bharat Run

A 'Swachh Bharat Run' was organized at the Rashtrapati Bhavan on 2 October 2014. According to a statement from the Rashtrapati Bhavan around 1500 people participated and the event was flagged off by President Pranab Mukherjee. Participants in the run included officers, as well as their families.

Swachh Bharat Apps

Many independent app developers came up with ideas to support the mission using mobile technologies. Times of India published an article on how "Desi companies beat Facebook in 'Swachh' apps race". Vocative global wrote about this new phenomenon and one such app in an article "This Indian App Could Change How People Talk To Their Government."

Real time Monitoring

Government would be launching a Nationwide Real Time Monitoring system for toilets constructed under the Swachh Bharat Abhiyan. With this system government aims to attain 100% Open Defecation Free India by 2019.

Criticism

A move for Political Score - Though people highly appreciated and supported Govt's idea of a Clean India, there are critics who mark the motives of Prime Minister Narendra Modi to be purely political. The prime minister nominated people who were supposed to do some cleaning-up. They would then nominate others, and so slowly the whole of India would be involved. Thus, anyone seeing a participant in the scheme, especially a celebrity, would inevitably link their actions to Modi, building up his reputation.

A rename to previous "Nirmal Bharat Abhiyan" - Swachh Bharat Abhiyan is not a new programme. Launched in 1986 as the Central Rural Sanitation Programme, the scheme has undergone various avatars as the Total Sanitation Campaign (1999) and Nirmal Bharat Abhiyan (2012).

Corruption - There has been the problem of corruption in delivery of toilets, latrines, etc. since the launch of Central Rural Sanitation Programme (CRSP) 1986. In rural areas BDOs, GP President, Secretaries, etc. take bribe from the poor Indians to provide toilets, latrines etc. Poorest Indians could not get the toilets, latrines etc. as they could not pay the bribe.

Irresponsibility - The Central government doesn't take responsibility to deliver the toilets, latrines, etc. as the Ministry of Panchayati Raj, Govt. of India closes the case by transferring to the state government in response to the public grievances lodged in the said ministry. Ministry of Panchayati Raj, Govt. of India never call the detailed matter from the state government to solve it directly.

Unemployment

Compiled by Akhil Goyal, Nijo Jose, Amit Jain, Prashant Bhardwaj, Tushar Singh

PGDM (2014-16)

State in which a person is without work, available to work, and is currently seeking work. It is a situation where there is non-availability of job for the persons. The incidence of unemployment is much higher in urban areas than in rural areas. Unemployment rates for women are higher than those for men. The incidence of unemployment among the educated is much higher than the overall unemployment. There is greater unemployment in agricultural sector than in industrial and other major sectors.

Types of Unemployment

Voluntary - It is defined as a situation when workers choose not to work at the current equilibrium wage rate

Cyclic - It exists when individuals lose their jobs as a result of a downturn in aggregate demand.

Seasonal - It exists because certain industries only produce or distribute their products at certain times of the year.

Frictional unemployment - It occurs when workers lose their current job and are in the process of finding another one.

Disguised - When more people are engaged in some activity than the number of person required for that, this is called disguised unemployment

Causes

- Explosive population growth
- Backward and seasonal agriculture
- Poverty
- Decay in small scale and cottage industries
- Defective social & education system
- Less means of self-employment
- Joint family system and immobility of labour

Economic consequences of unemployment for businesses

Negative consequences

- Fall in demand for goods and services
- Fall in demand for businesses further down the supply chain
- Consider the negative multiplier effects from the closure of a major employer in a town or city

Positive consequences

- Bigger pool of surplus labour is available – but still a problem if there is plenty of structural unemployment
- Less pressure to pay higher wages
- Less risk of industrial / strike action – fear of job losses – leading to reduced trade union power

Consequences of unemployment for the Government

- Increased spending on unemployment benefits and other income –related state welfare payments
- Fall in revenue from income tax and taxes on consumer spending
- Fall in profits – reduction in revenue from corporation tax
- May lead to rise in government borrowing

Consequences of unemployment for the Economy as a Whole

- Lost output (real GDP) from people being out of work – the economy will be operating well within its production frontier
- Unemployment seen as an inefficient way of allocating resources – labour market failure?
- Some of the long-term unemployed may leave the labour force permanently – fall in potential GDP
- Increase in the inequality – rise in relative poverty

Demand side policies to reduce unemployment

These are mainly measures TO boost total labour demand (reduce cyclical unemployment)

- Lower interest rates (a monetary policy stimulus)
- Lower direct taxes (fiscal stimulus to spending power)
- Government spending on major capital projects (E.G. improving the transport infrastructure)
- Employment subsidies – designed to reduce the cost to a business of employing additional workers
- Incentives to encourage flows of foreign investment in the India

Supply-side policies to reduce unemployment

These are measures to improve labour supply (reduce frictional and structural unemployment)

- Increased spending on education & training
- Improved flows of information on job vacancies
- Changes to tax and benefits to improve incentives
- Increase labour market flexibility

Indian government initiatives

- The Mahatma Gandhi National Rural Employment Guarantee Act, 2005
- Swarnjayanti Gram Swarozgar Yojana (SGSY)
- Swarnjayanti Shahari Rozgar Yojana (SJSRY)
- Prime Minister's Employment Generation Programme (PMEGP)

Corporate initiatives under CSR

- Sahara India pariwar- adoption of 1000 villages covering 25lakh people in 7 states for holistic development.
- Reliance foundation- "BHARAT INDIA JODO" engaging and empowering 20000 farming households from 250 villages across 24 states.
- Mahindra foundation- education of unprivileged over 10000 girl children in India

References

nptel.ac.in/courses/109103022/11

Satendrasaini.hubpages.com/hub/unemployment-causes

yourarticlelibrary.com/poverty/4-main-causes-of-poverty-in-india-explained/4819/

<http://www.w3.org/TR/html4/strict.dtd>

en.wikipedia.org/wiki/Unemployment_in_India

en.wikipedia.org/wiki/Poverty_in_India

PEOPLE AT WORK

Change Management at TATA Motors

*Khushboo Pahwa
PGDM (2013-15)*

Change management is the art of influencing the majority to positively accept and commit emotionally to the change. This requires a combination of communication, understanding, and mentoring, training and general support with the aim of building trust.

Four C's of change management:

Comfort: People are creatures of habit and develop patterns of working within a comfort zone of daily activities.

Control: Changed practices may cause a loss of control over daily routines and activities. This may come through changed reporting lines or responsibilities which can evoke a level of discomfort.

Confidence: The introduction of new practices may undermine employee confidence in their ability to perform. Some may accept this as challenge, for others it can be stressful.

Competence: To be able to operate in a changed work environment there is always an element of re-skilling required. This necessarily means that current skills, often developed over an extended period of time will need updating or may become redundant. This uncertainty can impact on an employee's competence and ability to perform.

Change management at TATA Motors

Tata Motors marks the biggest turnarounds in the history of Indian Automobile Manufacturing industry which happened in 2001. This success story of Tata Motors can be entirely attributed to the timely change adopted by the Tata's and the then M.D Ravi Kant who led the change. Tata Motors ranks as the world's fifth-largest manufacturer of medium and heavy trucks - it has a 65.3 percent domestic market share in this segment - and has taken the number two position for sales of passenger vehicles in the Indian market. It was predominantly a manufacturer of commercial vehicles, and that is a very cyclical business. The commercial vehicle market in India shrank by more than 40 percent, with massive consequences for both the top and, more particularly, the bottom lines of the company. The 5 billion rupee loss in 2001 was the first time something on this scale had happened in the company's history, and it really shook everybody within the organization.

They tried to understand what had gone wrong and wanted to create a path for the future to ensure that they never got into such a situation again. So in 2001 they decided on a recovery strategy that had three distinct phases, each of which was intended to last for around two years - six years in all.

Phase one was intended to stem the bleeding. Costs had to be reduced in a big way, and that was going to be a huge challenge for a company that was not only the market leader but had been used to operating in a seller's market and employing a cost-plus approach to pricing. Phase two was to be about consolidating their position in India, and Phase three was to involve going outside India and expanding their operations internationally.

TATA NANO sweeping change

Tata Nano, the new model introduced by Tata motors, hailed as "the people's car", is an amazingly cheap car. Tata Nano is a dream comes true for an average Indian. His /her ideas about owning and driving a car will become a reality soon. An analysis of the new car seems necessary as it is bringing mobility to the masses in an efficient and economic manner.

Tata has been able to defy the conventional odds and doubters in the industry through the innovation of the world's cheapest car. Tata Nano is a marvel of a product yet audaciously economical and mechanically simple. It is a breakthrough in frugal engineering where innovation is driven by cost savings and sheer ingenuity. Tata managed to reorient the basic tenets of efficiency and practicality to meet the cost target. Besides having the right parts to meet the cost objective, Tata Nano has adequate features that exceed current regulatory requirements and meet minimum safety standards. It has a sheet-metal body with strong passenger compartment equipped with safety features such as crumple zones, intrusion-resistant doors, seat belts, strong seats and anchorages. The rear tailgate glass is fixed to the body and tubeless tyres enhance safety further.

Need for the change at TATA Motors

Change should not be done for the sake of change -- it's a strategy to accomplish some overall goal. Usually organizational change is provoked by some major outside driving force, e.g., substantial cuts in funding, address major new markets/clients, need for dramatic increases in productivity/services, etc. Typically, organizations must undertake organization-wide change to evolve to a different level in their life cycle, e.g., going from a highly reactive, entrepreneurial organization to more stable and planned development. Transition to a new chief executive can provoke

organization-wide change when his or her new and unique personality pervades the entire organization.

Planning the change at TATA MOTORS:

Tata Motors look at eight steps for leading change as -

One: Create Urgency

Two: Form a Powerful Coalition

Three: Create a Vision for Change

Four: Communicate the Vision

Five: Remove Obstacles

Six: Create Short-term Wins

Seven: Build on the Change

Eight: Anchor the Changes in Corporate Culture

Conclusion

When organizations have complete visibility into change, they know what to anticipate, they identify the contingencies, and they are able to remediate quickly, either reverting back the environment to a secure configuration, or moving it forward to its next desired state. With this added visibility, any organization can now understand who is making what change with accountability that eliminates unexpected changes that cause service outages and costly mistakes.

And finally, any organization can get even better at what they do best; bringing the organization to the next level of optimal performance, by delivering better services, and driving cost efficiency throughout all levels of operation

Employee engagement

Compiled by Charu Puri and Ankita Narula

PGDM (2013-15)

A business management concept that describes the level of enthusiasm and dedication a worker feels toward his/her job. Engaged employee cares their work and about the performance of the company, and feels that their efforts make a difference. An engaged employee is in it for more than a paycheck.

Employee engagement can be critical to a company's success. Engaged employees are more likely to be productive and higher performing. Employers can encourage employee engagement in many ways, including communicating expectations clearly, offering rewards and advancement for excellent work, keeping employees informed about the company's performance, and providing regular feedback.

Employee engagement does not mean employee happiness. Someone might be happy at work, but that doesn't necessarily mean they are working hard, productively on behalf of the organization. While company game rooms, free messages and Friday key parties are fun—and may be beneficial for other reasons—making employees happy is different from making them engaged.

How is employee engagement measured?

Employee engagement is typically measured using an employee engagement survey that has been developed specifically for this purpose. Employee engagement surveys must be statistically validated and benchmarked against other organizations if they are going to provide useful results. Without these things, it is difficult to know what you are measuring and whether the results are good or bad.

Engagement can be accurately measured with short surveys that contain just a few questions, but such short surveys can only provide an indication of whether employees are engaged. They have a hard time explaining why employees are engaged or disengaged because they lack detail. In order to get a complete picture of employee engagement, a survey needs to include about 50 to 80 questions that cover a complete range of topics related to employee engagement.

Components of employee engagement

There are two primary factors that drive employee engagement. These factors are based on statistical analysis and widely supported by industry research.

Engagement with The Organization measures how engaged employees are with the organization as a whole, and by extension, how they feel about senior management.

This factor has to do with confidence in organizational leadership as well as trust, fairness, values, and respect - i.e. how people like to be treated by others, both at work and outside of work.

Engagement with “My Manager” is a more specific measure of how employees feel about their direct supervisors. Topics include feeling valued, being treated fairly, receiving feedback and direction, and generally, having a strong working relationship between employee and manager based on mutual respect.

Employee Engagement Dynamics

Drivers of Engagement

Knowing whether employees are engaged or disengaged is only the first step. One also needs to be able to take action on the results. One needs to understand the key drivers of engagement and disengagement, and you need to be able to plan activities or initiatives that will have the greatest impact on increasing engagement.

The elements that drive engagement are usually similar across most companies, but the specific concerns and level of importance are unique and specific in every company and even in different demographic subgroups within a company.

Two techniques that can enable one to identify the key drivers of engagement in the company and to understand what to focus on and how to improve in those areas include -

1. *Priority Level* - Here, we may look at the statistical patterns across all groups in the organization to determine which items are impacting overall engagement within each demographic group. Items with low scores that are strongly linked to engagement are the areas where you will want to focus your change initiatives and engagement strategy.
2. *Virtual Focus Groups* - Next, we ask targeted follow-up questions at the end of the survey that ask employees to provide examples of problems as well as suggestions for how to improve. Once we have identified an area that needs improvement, we can turn to the comments where we will often find detailed information that provides the specific what, why, and how so we can take action.

Performance = Engagement x Alignment x Competency

THE TEN C'S OF EMPLOYEE ENGAGEMENT

- 1. Connect:** Leaders must show that they value employees. In *First, Break All the Rules*, Marcus Buckingham and Curt Coffman argue that managers trump companies. Employee-focused initiatives such as profit sharing and implementing work-life balance initiatives are important. However, if employees' relationship with their managers is fractured, then no amount of perks will persuade employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss. Employees look at whether organizations and their leader walk the talk when they proclaim that, "Our employees are our most valuable asset."
- 2. Career:** Leaders should provide challenging and meaningful work with opportunities for career advancement. Most people want to do new things in their job. For example, do organizations provide job rotation for their top talent? Are people assigned stretch goals? Do leaders hold people accountable for progress? Are jobs enriched in duties and responsibilities? Good leaders challenge employees; but at the same time, they must instill the confidence that the challenges can be met. Not giving people the knowledge and tools to be successful is unethical and de-motivating; it is also likely to lead to stress, frustration, and, ultimately, lack of engagement.
- 3. Clarity:** Leaders must communicate a clear vision. People want to understand the vision that senior leadership has for the organization, and the goals that leaders or departmental heads have for the division, unit, or team. Success in life and organizations is, to a great extent, determined by how clear individuals are about their goals and what they really want to achieve. In sum, employees need to understand what the organization's goals are, why they are important, and how the goals can best be attained. Clarity about what the organization stands for, what it wants to achieve, and how people can contribute to the organization's success is not always evident. Consider, for example, what Jack Stack, CEO of SRC Holdings Corp., wrote about the importance of teaching the basics of business
- 4. Convey:** Leaders clarify their expectations about employees and provide feedback on their functioning in the organization. Good leaders establish processes and procedures that help people master important tasks and facilitate goal achievement. There is a great anecdote about the legendary UCLA basketball coach, John Wooden. He showed how important feedback – positive and constructive – is in the pursuit of greatness. Among the secrets

of his phenomenal success was that he kept detailed diaries on each of his players. He kept track of small improvements he felt the players could make and did make. At the end of each practice, he would share his thoughts with the players. The lesson here is that good leaders work daily to improve the skills of their people and create small wins that help the team, unit, or organization perform at its best.

5. *Congratulate:* Business leaders can learn a great deal from Wooden's approach. Surveys show that, over and over, employees feel that they receive immediate feedback when their performance is poor, or below expectations. These same employees also report that praise and recognition for strong performance is much less common. Exceptional leaders give recognition, and they do so a lot; they coach and convey.
6. *Contribute:* People want to know that their input matters and that they are contributing to the organization's success in a meaningful way. This might be easy to articulate in settings such as hospitals and educational institutions. First, an employee understands the connection between her work – as operationalized by specific job-relevant behaviors – and the strategic objectives of the company had a positive impact on job performance. Second, an employee's attitude towards the job and the company had the greatest impact on loyalty and customer service than all the other employee factors combined. Third, improvements in employee attitude led to improvements in job-relevant behavior; this, in turn, increased customer satisfaction and an improvement in revenue growth.
7. *Control:* Employees value control over the flow and pace of their jobs and leaders can create opportunities for employees to exercise this control. Do leaders consult with their employees with regard to their needs? For example, is it possible to accommodate the needs of a mother or an employee infected with HIV so that they can attend to childcare concerns or a medical appointment? Are leaders flexible and attuned to the needs of the employees as well as the organization? Do leaders involve employees in decision-making, particularly when employees will be directly affected by the decision? Do employees have a say in setting goals or milestones that are deemed important? Are employees able to voice their ideas, and does leadership show that contributions are valued?
8. *Collaborate:* Studies show that, when employees work in teams and have the trust and cooperation of their team members, they outperform individuals and teams which lack good relationships. Great leaders are team builders;

they create an environment that fosters trust and collaboration. Surveys indicate that being cared about by colleagues is a strong predictor of employee engagement. Thus, a continuous challenge for leaders is to rally individuals to collaborate on organizational, departmental, and group goals, while excluding individuals pursuing their self-interest.

9. *Credibility*: Leaders should strive to maintain a company's reputation and demonstrate high ethical standards. People want to be proud of their jobs, their performance, and their organization. WestJet Airlines is among the most admired organizations in Canada. The company has achieved numerous awards. For example, in 2005, it earned the number one spot for best corporate culture in Canada.
10. *Confidence*: Good leaders help create confidence in a company by being exemplars of high ethical and performance standards. To illustrate, consider what happened to Harry Stonecipher, the former CEO of Boeing. He made the restoration of corporate ethics in the organization a top priority but was soon after embarrassed by the disclosure of an extramarital affair with a female employee. His poor judgment impaired his ability to lead and he lost a key ingredient for success – credibility. Thus the board asked him to resign.

Participation, Purpose, Progress

This system supports three fundamental needs of human beings to:

- Believe in purpose for what they do
- Belong to a group in which they experience participation, recognition, and growth
- Achieve progress towards the goals of their goal to make a meaningful and significant difference.

Sources

<http://iveybusinessjournal.com/topics/the-workplace/what-engages-employees-the-most-or-the-ten-cs-of-employee-engagement#.VII05TGUEfw>

<http://www.custominsight.com/employee-engagement-survey/what-is-employee-engagement.asp>

Fun at Work Place

Taniya Tandon, Ekta Taneja, Pooja Poddar

PGDM (2013-15)

Introduction

Employees get disgruntled with each other from time to time. That should be expected because they spend a lot of time together and they have different personalities. If these issues are not handled, the work place is going to be a nightmare with all the tension flying around. Fun in the workplace will cause these employees to work out their issues in a good manner. If they were to handle the problems in a tense environment, the results could be disastrous.

At times, problems in the workplace arise because the employees don't know each other. They don't know what makes them tick and what makes them happy. They are also unaware of their strengths and weaknesses. Indulging in fun activities will give them an opportunity of getting to know each other and thus work to accommodate each other's strengths and weaknesses.

Some employees tend to have a very low self-esteem. If they could only be exposed to activities that make them do well, they would not have the self-esteem issues. Another way of curbing this is by mixing them up with other employees in a social gathering. Encourage a staff happy hour at a local bar one or two days a week after work or start a company 5K race team. People tend to act differently at work and off work. Therefore, when the other employees see a different side of them, then they get impressed and thus enhance their self-esteem.

Competitive companies have a habit of poaching employees from each other. If an employee is not satisfied at their current workplace, then they can easily work for someone else who offers a better deal and working environment. Getting the employees out of work to let them have fun is not a way of wasting time, but building the company. Many loyal employees are fostered from such activities.

How an HR manager can create fun at work places?

- Use fun images in presentations on policy, benefits, compensation, etc.
- Include a humor section in the monthly/quarterly newsletter.
- Build a game or contest into training sessions to review key training topics.
- Create a section where people can post cartoons or images on the breakroom bulletin board.
- Add a joke or humorous quotation to the end of long emails.
- Celebrating all major festivals, Ethnic Days, team outings .

Areas where an organization can work to create fun

Hire competent employees who already value fun and have a sense of humour.

Be sure humour and fun are modelled by top management.

Establish a Fun Committee.

Provide challenging work.

Encourage spontaneity on the job.

Create a humour bulletin board.

Create a humour break room.

Create a tension release area.

Have fun dress-up days.

Have cartoon caption contests.

Use humour to promote upcoming events.

Be aware of cultural differences.

Promise someone an award (if they meet a quota or finish a task) that requires you to dress up in a fun

Encourage employees to develop a skit in which they poke fun at themselves and their work.

Decorate the Board Room with funny posters.

Add pertinent cartoons or funny quotes to memos and meeting agendas.

Put a "Food joke of the week" box in the front of the cafeteria. Invite employees to put in their favorite joke that relates to food or eating. Post the winner on a wall each week and offer a prize (free meal for two, antacid tablets, etc.).

Have a pizza "complaint party."

Put up photos of the management team when they were children.

Keep a pair of silly nose glasses in the men's and women's rest rooms. People will not be able to resist

Be on the lookout for a motto to put over your desk that helps keep daily hassles in perspective.

Open or close meetings by sharing a funny incident that happened on the job

Have an “Embarrassing Incident” contest, in which a prize is given to the person suffering the funniest embarrassment had eased.

Promise someone an award that requires you to dress up in a silly costume if they win.

How to maximise productivity through fun at work place?

Large companies such as Google, LinkedIn, and Zappos believe that fun at work increases employee productivity. One of Zappos’ core values is to “create fun and a little weirdness.” The fun, silly atmosphere is at the heart of their corporate culture, and they believe this is what has made them so wildly successful.

Google and LinkedIn have gone so far as to make playing games a part of the workday. Google has a rock wall in their California facility, and they encourage employees to use it on company time. Other Google-approved activities include beach volleyball and bowling. LinkedIn has similar policies, with ping-pong and foosball games available during the day.

It is reasonable to think that time spent playing games would decrease time spent working and, therefore, decrease productivity. However, in these companies, just the opposite is true.

Conclusion

However, the situations surrounding workers in most developed countries are becoming increasingly harsher. Due to growing global competition, job insecurity and downsizing is widespread. Generation Y’s experience of workplace fun showed direct effects on their job satisfaction, task performance, and interpersonal citizenship behaviours. Fun is one of the highest level of need of workers and often unmet at work while the lower levels of needs are mostly met at work.

Glass Ceiling

Compiled by Ankita Rao and Paridhi Jain

PGDM (2013-15)

The phrase “glass ceiling” refers to an invisible barrier that prevents someone from achieving further success. It is most often heard in the context of women who cannot advance to the highest levels of power in the workplace. The glass ceiling is a way of describing whatever keeps women from achieving power and success equal to that of men. Causes of Glass Ceiling include the following -

Job Segregation runs rampant - Just as the overall labor market remains sharply segregated by sex, women executives are concentrated into certain types of jobs - mostly staff and support jobs - that offer little opportunity for getting to the top. A 1986 Wall Street Journal survey found “The highest ranking women in most industries are in non-operating areas such as personnel, public relations, or, occasionally, finance specialties that seldom lead to the most powerful top-management posts.” Women are locked out of jobs in the “business mainstream,” the route taken by CEOs and presidents. But even when women can get a line job, it is not likely to be “in a crucial part of the business” or the type of job that can “mark them as leaders.”

Old-Boy network still strong -According to one executive recruiter, the biggest barrier to women in top management levels is the “bunch of guys sitting together around a table” making all the decisions. In short, when deciding who to promote into management, male corporate leaders tend to select people as much like themselves as possible - so it is no surprise that women are frequently not even considered at promotion time. Instead, the men at the top look to former colleagues and old school ties; in both areas, women have been virtually absent.

Women executives are frequently excluded from social activities and often describe the “clubbiness” among the men that exists at the top. The corporate executive suites are “the ultimate boys’ clubs.”

Even on a more formal level, women report there are “certain kinds of meetings” they don’t get invited to because they are not seen as policy makers. Corporate women don’t travel on business as frequently as men, according to surveys by Korn/Ferry International in 1982 and Wall Street Journal survey Gallup in 1984. Studies confirm these differences in status and the different treatment of women. One study by Harlan and Weiss found that among executives at the same level, men “managed greater numbers of people, had more freedom to hire and fire, and had more direct control of the company’s assets” than women.

Sex Discrimination is pervasive - In the Wall Street Journal Gallup survey, women managers were asked what they consider to be the most serious obstacle in their business careers. Only 3% cited "family responsibilities," but half named reasons related to their gender, including: "male chauvinism, attitudes toward a female boss, slow advancement for women, and the simple fact of being a woman." In the survey by Korn/Ferry International, executive women were asked to name the greatest obstacle they had to overcome to achieve success; the most frequent response was simply "being a woman" (40%). In a recent poll of 12,000 workers by the Los Angeles Times, two-thirds reported sex discrimination; 60% saw signs of racism.

More than 80% of the executive women in the Wall Street Journal/Gallup study said they believe there are disadvantages to being a woman in the business world. Men, they say, "don't take them seriously." In the same survey, 61% of the women executives reported having been mistaken for a secretary at a business meeting; 25% said they had been thwarted on their way up the ladder by male attitudes toward women. A significant majority - 70% - believed they are paid less than men of equal ability.

Sexual harassment is widespread - Sexual harassment remains a serious problem for women in the managerial ranks. In a 1988 survey of Fortune 500 executives by Working Woman magazine, 90% of large corporations reported sexual harassment complaints by women employees. The survey found that "more than a third of the companies had been sued by victims, a quarter had been sued repeatedly." But, according to the same study, only 20% of offenders lose their jobs; 4 in 5 are merely reprimanded.

Sexual harassment "puts a woman in her place," so a corporate environment that tolerates sexual harassment intimidates and demoralizes women executives. Many women hesitate to speak out, fearing it will jeopardize their careers.

Performance Management System at ONGC

*Gurman Kaur
PGDM (2013-15)*

Liberalization, globalization and the disappearance of the License Raj have changed the corporate scenario. There is a remarkable change in the way the companies are looking at employee's performance. Being loyal, punctual and not taking leave are no longer the attributes of a good employee. Value addition has become the sole criteria for performance appraisal. The compensation structure has also undergone a major transformation over a last decade. The shift to performance based pay or variable pay has become widely prevalent in Indian companies. Every salary hike has been literally linked to performance. In this competitive scenario performance management system (PMS) acts as an important tool to leverage performance of the organization. This article concentrates to study the Performance Management System (PMS) being practiced in ONGC.

Oil and Natural Gas Corporation Limited (ONGC) is Indian state-owned oil and gas company headquartered at Dehradun, Uttarakhand, engaged in exploration of hydrocarbons. It is one of the leading companies with significant contribution in its industrial and economic growth. Government of India conferred the Maharatna status to ONGC on 21st May 2010. It is a Fortune Global 500 company ranked 413 and one of the Asia's largest and most active company involved in exploration and production of oil. It owns and operates more than 11,000 km of pipelines in India, including 3200 km of subsea pipelines. The company contributes 77% of India's crude oil production which accounts to 30% of India's crude oil requirement and 81% of India's natural gas production.

With a view to establish a transparent, multidimensional performance evaluation system and to introduce performance contracting process in alignment with the best practices in the industry, the online Performance Appraisal system named e-PAR was implemented in ONGC. It helped to speed up HR processes like promotion, special assignments, deputation out, rewards and incentives etc. ONGC in its 321st meeting held on 23rd April, 2008 at Delhi approved the introduction of the online PAR system (e-PAR), with effect from the appraisal year 2008-09 and went live from 4th June, 2008 and was accessible to the concerned executives.

Salient Features of e-PAR

- Uniform application across the company and standardized performance criterion with minimized subjectivity.

-
- It is a system driven control and monitoring mechanism enabling a single point data capturing and authentication thereby reducing the cycle time.
 - Adherence to time schedules with enhanced data security and confidentiality.
 - The authenticity and audit trail of transactions are well maintained, at the same time all the information is available on line.
 - PAR of all the employees was enabled in stages. It is based on Employee Self Service Portal SAMPARC, which provides connectivity to all employees, configured on SAP platform.

There are three main stages in performance management system in ONGC

1. Defining key result areas (KRA) and setting goals for the current year
2. Undertaking mid-term reviews of these goals
3. Appraising the performance of an individual for the year in consideration.

KRA and Goal Setting

Every employee (L) at the beginning of the year is required to define the key result areas and the goals or key performance indicators under each KRA, specifying the weight age to each goal depending on the priority assigned to the same, in consultation with his superior at the beginning of the year.

The Performance appraisal has been divided into 4 key Result Areas Quantitative & timeliness, System improvement, HSE/Office management, Qualitative Aspects

The first KRA can have a minimum of 1 KPI to a maximum of 5 KPIs. The other KRAs are envisaged for assessment by the appraiser only. Each goal/KPI would have associated with it

- **Weight age:** All the goals put together will have a total weight age of 100. This total weight age is apportioned to each goal depending on the impact the goal will have, its priority, the difficulty in achieving it, etc.
- **Measurement criteria:** A Measurement criterion for each goal is spelt out. These are the criteria which will be used when reviewing and appraising the performance of an employee for the corresponding goal.
- **Existing position:** This is the position of the goal at the beginning of the year. Without accurate data the measurement of the goal would be difficult.

-
- **Desired position:** What would the person achieve at end of the year?
 - **Target Date:** The date by which the employee commits to achieving the goal. There may be certain long term goals, which may take more than a year to complete. For such goals, the existing position would be the one, which can be attained at the end of the current year.
 - **Mid Term Review** All the goals are reviewed in the mid-year to monitor progress and to take up mid-course corrections as necessary. The employee (L) updates the status of achievements of each goal and forwards it to the superior (L+1) for review and comments.

Performance Appraisal Forms

Three parts of the performance appraisal include -

- The employee (L/appraisee) composing one's portion of performance appraisal.
- The L+1 (appraiser) entering the portion of performance appraisal of the subordinate.
- The L+2 (accepting authority) composing the final rating of the L.

Employee's Portion

This portion of the P.A form is to be entered by the appraisee based on the goals of the previous year. There are two sub-parts in this section:

1. **Self-assessment:** This first part consists of a set of questions, which are to be responded to by the employee. The employee should be concise in responding to these questions. While responding to these questions one should keep in mind that 'what is achieved and how it is achieved are equally important'. It is advised to include one's innovative/creative approaches in accomplishing goals/surpassing the targets.
2. **Goal assessment:** The status of achievement against each goal is entered. While mentioning the status of achievement the employee should refer to the measurement criteria/performance measures one has indicated in the goal statement. The form consisting of the responses to the questions in self assessment as well as updated status of achievement in the goal assessment is to be sent to the L+1.

Performance Appraisal

Rating of L by L+1 are required to respond to three parts in the performance appraisal

of the subordinate once he/she has studied the responses to the questions in the self-assessment.

- Rating against each goal: L+1's rating for achieving the goal against the weight age should be given. The rating should be an absolute value and not percentages.
- Potential appraisal: There are 10 attributes/traits to be assessed. A rating between 1- 5 for each behaviour can be given, where 1 indicates the lowest value and 5 indicates the highest value.
- Feedback: Based on the employee's self-assessment, the status of achievement for each goal and your rating for each goal, an overall feedback about the appraise (L) is to be composed. It is advisable that L+1 sits and discusses with the appraise (L) to know more about the achievement of the goals before the ratings are offered. Once L+1 complete all the sections, the form is forwarded to L+2 for final rating.

Overall Performance

Rating of L by L+2 - The accepting authority (L+2) will play the crucial role as he/she offers the final rating of performance of the appraise (L). L+2 are expected to study the information provided by both L as well as by L+1 in various sections of the performance appraisal form. He/she is also expected to study the self-assessment and goal assessment filled in by the appraise (L), the rating offered and qualifying statements given by L+1 along with the potential appraisal and the feedback composed by L+1.

L+2 are required to fill in the following details: 1. Potential appraisal of L: There are 10 traits to be assessed. The ratings between 1 and 5 for each trait are given, where 1 indicates the lowest value and 10 indicates the highest value. These ratings would be based on:

- **L+2's perception of L** as well as information/feedback one gets from other significant members in the function.
- **Comments of L+2:** Based on the information L+2 has seen regarding the self-assessment, goal assessment, L+1's rating etc., L+2 composes his/her comments about the overall achievement of goals and the way they were achieved.
- **Overall assessment and feedback:** Based on the information available, L+2 assigns overall performance ratings based on certain specific performance standards which outline the characteristics of each of these ratings. Then the overall feedback based on the overall assessment and final rating is to be

composed by L+2. The accepting authority gives the final feedback and decides the rewards accordingly.

Performance Reward and Recognition

The outcome of performance appraisal is linked to:

- Performance-linked pay
- Development opportunities
- Challenging assignments in various task-forces of the company.

Performance Related Pay (PRP)

- ONGC is disbursing financial incentive to its employees in the form of performance based pay i.e. PRP which is linked with the performance management system. Performance Related Pay (PRP) has been implemented in ONGC w.e.f 2007-08 in accordance with the DPE guidelines as per O.O. No. 2 (70)/08-DPE (WC) dated 26.11.2008. The PRP has been directly linked to the physical & financial performance of the company and performance of the executives.
- Physical Performance of the company is linked to MOU rating for the year and financial performance of the company is linked to the profit for the year.
- PRP of the executive is based on his performance linked to “Bell Curve Approach” adopted in grading the executives for differentiation. Executives based on their position in the simulated bell curve are grouped into 9 (nine) rating buckets for PRP pay-outs, by distribution as under:

Buckets	Percentage of Executives population		Payout Rate
1	Top 15%		100%
2	Next 20%		95%
3	Next 20%		90%
4	Next 25%		85%
5	Next 10%		80%
6	Last 10%	Other than PAR grades B, C & D	40%
7		PAR grade B	25%
8		PAR grade C	10%
9		PAR grade D	0%
	Last 1%		

Women Folk

Himanshi Saini
PGDM (2014-16)

Women empowerment is educating and creating awareness for women so that they become powerful in their lives and lead the nation equally as men. They should be self dependent to earn their status and own respect. The Hindu reports that there is a plethora of data which demonstrates that women's economic participation grows economies, creates jobs and builds inclusive prosperity. As essential as women's equality is for growth, it is often stymied by discriminatory laws, customs and structural barriers that restrict women from full participation in the formal economy. In no country is the gender equality gap completely closed. In the United States, women still do not receive equal pay for equal work. The pay gap has barely changed in a decade, it exists in nearly every occupation and it is exacerbated for women of colour and older women. The lack of paid maternity leave makes it difficult for women to have children and also work outside the home. The resulting loss of income hurts families and the larger economy.

The international community has acknowledged the essential role that women play in peace and prosperity, which is particularly evident in conflict zones. When women are excluded from negotiations, the peace that follows is more tenuous. Trust is eroded, and human rights and accountability are often ignored.

For countries emerging out of conflict, women's access to jobs and markets is essential to ensuring stability. Peace agreements alone do not bring security; employment brings stability that is critical to security. Access to a sustainable livelihood is especially important for women survivors of conflict who must care for themselves and dependents such as children and elderly parents.

Where women and girls can access education and employment alongside men and boys, countries are more likely to prosper. Yet women in many countries still lack access to education and vocational training. In Pakistan and Nigeria, extremists threaten and commit violence against girls seeking to go to school. In Afghanistan, girls' enrolment in primary education has increased drastically in the last decade but there has been less progress on higher education for women. Lack of access to education is exacerbated in refugee settings and for internally displaced persons while child marriage continues to disempower young women and undercut their potential to live productive and happy lives. Malala Yousafzai has done wonders for the upliftment of women by protesting for female education and setting an example for other women to get encouraged and lead ahead. As we mark International

Women's Day, we should act on our collective unfinished agenda, wherever we live. Despite the genuine progress that has been achieved, our work remains incomplete.

An organization is made up of workforce and in this world; we have a plethora of characteristics on what basis we differentiate one from another. This is known as diversity in workforce when individuals with a wide range of experiences come and work together. Some of the factors that better describe workforce diversity are race, gender, age, ethnicity, religion, ability etc. An organization that promotes and embraces diversity in its workforce can broaden its brand recognition and value by broadening its skill base and become more innovative and competitive among its peers. Many companies pride themselves on having a diverse workforce; such as Forbes.

A study from Deloitte showed that having a diverse workforce leads to increased market share, which makes sense, since having different backgrounds and ethnicities can help organizations better market to those consumers. Females are not given equal importance all over as compared to males. Gender ratio never stands the same whichever company is talked about. But now with changing times, some organizations have come up with big innovations. The amendment to Companies Act, 2013 requires every prescribed class of publicly traded and public companies in India to appoint at least one woman to their board, yet amongst the countries in Asia-Pacific, women's share of board seats in India is only 9.5%, compared to 19.2% in Australia.

For instance, Infosys: As an equal opportunity employer, Infosys promotes a culture of meritocracy. The total number of employees globally was 160,405 as on March 31, 2014, covering over 98 nationalities. The employee base comprises about 34% women. They follow a multipronged approach to promote diversity and inclusivity within the organization.

It is no secret that women in tech roles in STEM- the science, technology, engineering and math industries- face significant challenges. Catalyst's groundbreaking new global report, High Potentials in Tech- Intensive Industries: The gender divide in business roles, shows that those on the business side are impacted too, and it reveals a culture that is particularly unwelcoming to women, no matter what the job. This research is the first to study men and women in business roles in technology-intensive industries such as high tech and telecommunications, oil and gas, and automotive manufacturing.

It shines a light on the male- dominated culture of STEM companies as a whole and provides specific steps organizations can take to better attract and retain talented

women across both its tech and business sectors. STEM companies face a serious talent drain as women take their skills elsewhere, but these organizations also have a remarkable opportunity to turn things around by focusing on how they can make all their talent-men and women alike- feel equally valued, says Deborah Gillis, President and CEO, Catalyst. Overlooking biases, Tech firms have started hiring women. Evidence proves that the corporate world has always been skewed when it came to hiring women, not to mention in leadership roles. Going beyond biases global technology firms are upbeat about changing their hiring patterns and absorbing more women in to their workforce. In India this factor has been tremendously more widely affecting the diversity. Pregnancy is among the greatest roadblocks to women's professional success.

TD Economics found that as much as half of the wage gap is due to women taking time off work to raise children. All compensations must be made accordingly to close these gaps. Women alone are not responsible for any issue. If women make up half the population and represent the nation equally then why this discrimination in hiring? It is being researched that sometimes hiring process get affected by social biases if the employer knows the gender and socio- economic status of the applicant. Racial and Socio- economic cues can indeed negatively impact the evaluations of women in job applications. To remove this hiring bias, various methods have to be adopted as Blind Evaluation that is purely based on skills.

Empowering women and girls worldwide is strategic and smart. No country can get ahead if it leaves half of its population behind.

PHILOSOPHICAL STRANDS

Do you believe in Rebirth..??

Ankita Nagpal

Siddharth Kandwal

PGDM (2014-16)

Reincarnation or rebirth is still an unsolved mystery. But the instance I am about to state will answer many questions about God's Existence, Reincarnation and our own identity, provided it is read without any pre-conceived notions.

This is a true story about a six year old boy who lost his life in a car accident leaving behind his mother and father. It has been stated by a girl who claims to remember his previous life as the same boy. She stated a conversation, which left everyone awestruck.

I had no idea about where I was. All I could see was nothingness. It was just me and a figure who looked like a man or possibly a woman, some kind of an authority figure.

To my astonishment, I was informed that I had died when my car collided with a truck though my mother and father were safe. This meant that I was standing in front of no ordinary person, but the Almighty. I wondered if I was in my afterlife. The figure started walking towards me while I looked at Him with fascination. And I stood speechless after what I came to know from Him. My parent's marriage was falling apart and I was the one holding it together. My mother will cry on the outside but will be secretly relieved. I could only remember one of my mother's sayings that God does everything for a reason.

Heaven or Hell? Where will I go? This was what had started troubling me. But it was shocking to know that things didn't work that way. The Almighty told me that I will go to neither of them, but will be reincarnated. I felt assured on hearing this that the Hindu mythology was true. But He said something else altogether. All religions are right in their own way. They all give the same meaning if interpreted correctly.

All my experiences in this life won't matter once I am reborn, this was the assumption I had been making by then. But this time of my afterlife gave the entire concept of life a different meaning altogether after God acted to me just as my Grammar teacher solving my doubts one by one.

He smiled and then told me that I had within me all the knowledge and experiences of all my past lives but I just don't remember them. Just like putting a finger in a glass of water to check if its hot or cold. We put a tiny part of ourselves into the vessel, and

when we bring it back, we've gained all the experiences it had. He said that my soul was more magnificent, beautiful and gigantic than I could possibly imagine. A human mind can contain only a tiny fraction of what I am. I had been reincarnated into lots and lots of different lives and this time I will be a Chinese peasant girl in 540 AD.

My eyes almost popped out on knowing that I was about to travel back in time. But time as He said, existed in only my Universe. Things were different from where He came from. He came from somewhere where there were others like him.

I wondered that I could interact with myself at some point if I get reincarnated to other places in time. Just like a time machine makes possible.

I don't know how but he had a logical explanation for all my questions. He explained patiently that we do interact with ourselves all the time. But with both lives only aware of their own lifespan we never know its happening. The meaning of life, the reason He made this whole Universe was for me to mature. Not the entire mankind, just me. He made this whole Universe for me to interact with myself in different spans of time as I keep on reincarnating. With each new life, I grow and mature and become a greater intellect.

And what happens to everyone else? That is what kept bothering me. But I was flabbergasted to know that there is no-one else in this Universe. It's just me and God. All the people on Earth are me, only different reincarnations of me. I am every human being who ever lived or who will ever live. I am Abraham Lincoln, I am Hitler, I am Narendra Modi. All were and will be reincarnations of me in different time spans. Each time I victimise someone, I will victimise my own self. Every happy and sad moment ever experienced by any human will be experienced by me only.

But what was the need of doing so many reincarnations and create this entire Universe? This He said was needed so that someday I become like Him. Because this is what I am, One of His kind, His child. I am not yet God but a foetus which is still growing. Once I have lived every human life throughout all times, I will have grown enough to be born. So the whole Universe is just an egg. Saying so, He explained to me the very meaning of the existence of mankind and then sent me on my way to my next life!

It's impossible to fail, if you dare to try

Priyanka Chaudhary

PGDM (2014-16)

Often you hear people saying, "it wasn't in my destiny" or "maybe it wasn't meant for me", "Is it really?" is one question I ask everyone. The answer is no, it isn't. We all fail in our lives and that's how we grow. The one battle most people lose is fear of failure. According to me genius are made after they fail several times but all that matters is trying and not giving up.

When I was a kid, I used to cry every time I would start losing in a game. At that time my mother used to tell me and boost my confidence by saying simple words - "try and try and never cry." And these magic words of my mother still get me going. Whenever I get tired and in despair feel like quitting all I do is recall her words. See how easily few words can motivate a person and get them going.

Life is like this only, it's simple but we complicate it with unnecessary stress and tensions. In true sense a person fails when they stop trying. We should not surrender when problems approach us, but in fact that is the time we should take charge and take control of our destiny. Once, one of my friends was much tensed as she spent three years to prepare for CAT to get admitted into IIM, but didn't succeed. She was depressed, sad, frustrated and angry at herself. She lost hope but somehow she gathered up courage to take one more year drop along with some correspondence course. She did not give up. And that was the year she got selected in IIM - Ahmedabad. This shows that God's delays are not God's denials.

One must learn from everyday experiences of life that how to face difficulties with ease and not let them bother us. One should always keep positive approach in life. It is the best way to stay happy and motivated. Faith and determination can move mountains so what are problems, failures? "I will not quit" is good attitude and "I will not quit no matter what comes in my way" is even better - an optimistic and determined attitude.

In today's world when we all are under stress I will suggest that one must have optimistic outlook towards life. This makes life easier, it won't lessen you problems but it will help you solve them in a better manner.

Failures are part of life which ultimately leads to success. Some of the examples which show that failures lead to success are - Steve Jobs, Abraham Lincoln, Bill Gates and Dhirubhai Ambani. The list is endless. Many people stop trying when they are just one step away from success. Learn from your day to day experiences, each day

brings a new learning which helps us in growing and moving towards our goal. If you feel like giving up, just do one thing - tell yourself that just one more try and eventually these trials will lead you to success. Next time when failure knocks you down, get up and bounce back with another try.....

***Life of a Prostitute* - with reference to Umrao Jan Ada by Mirza Adi Ruswa**

Tanya Marwaha

PGDM (2014-16)

A tremendous change is visible in the position of women in our society. Society has set a viewpoint to see men as strong and women as frail, delicate and the weaker sex. Men have always treated women as subordinates throughout history and that is how we all have been cultured.

"A man can sleep around, no questions asked, but if a woman makes nineteen or twenty mistakes, she's a tramp." – Benjamin Franklin

When questions are raised on sexuality, women are not defined as equals since the culture does not allow so. For instance, the same girl who is pressured into having sex might be given the tag of a 'slut' or a 'whore', but the man who forced her into sex, is not denied the status of being pure and righteous. This atrocity very much prevails in our society and is ignored. It is disgrace for a girl indulging into any form of sexual activity outside the marital bond, unlike men. There's no reason other than ignorance that one should keep these rules in place.

In Indian society, the status of women is questioned critically. In certain regions of India women are offered to the priest as concubines or as prostitutes to be exploited.

"We have too many high-sounding words, and too few actions that correspond with them." – Abigail Adams

In other places, women are sacrificed to the gods of Hindu for the sole purpose of their pleasure. In the teachings of Mauna Herma Sistra, concerning women, one can read:

'A woman will live without a choice regardless of whether she is a little girl, a young lady or a mature woman. A young is under the command and choice of her father. A married woman is under the command and choice of her husband. A widow is under the command of the society which restricts her to live an independent life.'

All the atrocities against women are not to be completely blamed on the male dominated society. The women who suffer silently are equally guilty and there is an urgent need to break this culture of silence. Women have become the indoctrinated members of the patriarchal society. They have no choice except for 'accepting what comes their way or else the society wouldn't accept' them. The unconventional are separated from the society.

The prostitutes don't remember who brought them into this profession. They carry only one identity- the civilised society refers to them as 'prostitutes.' These *kothewalis* are said to have no fancy designations. People, who visit them for pleasure, come from all strata of society. They don't remember the time they have been here and who had brought them but they do remember that they had been pushed to this place in the greed of a job. But soon it dawned upon them that now they are no more than a branded sex-worker. It means leaving behind everything-starting from your ideals to your dreams and aspirations, to your modesty and identity, which implies leaving behind yourself. Some of them are leading this life and continue to live this way to feed their babies, who bring tears to the eyes of these helpless women and who laugh innocently when asked about the father of their child as they have always been clueless about it.

These prostitutes are actually trapped between a 'yesterday' that would never come again and a 'tomorrow' that they may never see. Mistakes they can never correct, circumstance they cannot help, and a future that they can never hope to improve.

"Stoop and you will be stepped on; Stand tall and you will be shot at."- Carlos A Urbizo

Whatever they do, whatever they say, they can never be justified and at times never be considered true. The reason behind a majority of sex-workers entering this trade is on a voluntary basis or in desperation; the most common factors being poverty, illiteracy and ignorance, and other factors like a change in attitude towards sex, migration, desire for a physical relationship with multiple people have equally emerged. All these mentioned factors compel a woman or drag her to this profession.

Umrao Jan Ada written in 1905 by Mirza Hadi Ruswa portrays women as strong rather than a fallen one. It is a song of a woman whose childhood was lost when she was kidnapped by her neighbour to take revenge from her father and was sold to a brothel at Lucknow at the age of eight, and was later adopted by a couple only to later charm the wealthy in a famous courtesan of Lucknow. In the text, Umrao accepts the position of a prostitute with honour and disgrace; fame and notoriety; failure and success. Umrao Jan is perhaps one of the most enigmatic and forgotten female figures. It is remarkable and a very effective attempt to capture the essence of what is meant to be a courtesan in royal India. The novel is repeatedly frustrated by a series of misfortunes that reminds her of her status as a woman who is so looked down upon by the society.

In the text, Mirza Ruswa quotes- "There comes a time in the life of every woman when she longs to be loved. This is not a passing phase. It is born with adolescence and

grows with the years. The older the woman gets, the stronger becomes her desire.”

A prostitute here is referred to as a ‘tart’ and is the one who is not her own mistress. To be more precise Umrao here has no choice to make as she was a courtesan and in another woman’s establishment. Umrao Jan’s story portrays a girl child in the Indian society- who is abused and discriminated against on the basis of gender. It reflects the life of a girl child who is caught in the web of slavery throughout her life, which begins from dominion of father at childhood, husband in a marital bond and son in old age. The story throws light on evils of the society such as gender discrimination, female foeticides in our society and girl child trafficking which push many into a life like that of Umrao Jan. To conclude, the life of a prostitute is complicated and a constant struggle against society and her own conscience.

‘Sure God created man before women. But then you always make a rough draft before the final masterpiece.’

People look at prostitutes with disgust and scorn but people must fail to understand that these women are compelled by circumstances to join the profession of prostitution. So the society has no right to look down or judge the lives of such women due to their profession.

Services and initiatives need to be put into place to keep young people out of prostitution, and to get those out who are already in this profession. Two ways to accomplish these goals is to focus the enforcement on pimps and customers. Sex-trade workers need help and not persecution. The mentality of people must change if there is to be any progress in the battle against prostitution.

Love for My Father

Kush Maheshwari

PGDM (2014-16)

The phrase 'Love for My Father' perfectly expresses the relationship between my father and me. My father - the man who made an incredible impact on my life, especially during my childhood days and I always hoped to provide same amount of respect and unconditional love to him.

There are so many things about him that made him unique. Ever since I was little, he always made sure that I grew up knowing how to treat my neighbors. He was always concerned with the way I treated others. He always made sure that I should never unnecessarily be harsh to anyone. He was also very big on moral values. The very first lesson I received from him was about honesty. He always used to teach me not to lie to anyone. Another thing that I learned from him was that learning would always come through experience so we must have experience of everything in our life.

Before doing something new whenever I'm in confusion whether I should do it or not I always think that I should experience it, at least give it a try. My father was a person full of confidence and had a great decision making power. It has always been my father who inspired me in many ways, he would say, "you must never ever be a lazy and boring man."

Since my childhood, he had been working as a businessman. I can still remember his cheerful eyes after he returned home from his tiring work with his old suitcase and would ask, "how do you do?" The fact that his face never showed his exhaustion had always surprised me. My father was a tough person who lived the tough times. I saw him struggle more and more, but he never complained about his struggle.

After my father's demise, our life became slow. Battling depression, financial burden and the responsibility of supporting a family, my mother bravely took on my father's role. She single handedly took all the responsibilities and took over the business. I can proudly say that she is doing it remarkably well.

Love for my father will never diminish; he will always remain in my heart. We - as a family always remember him before taking any major or minor decisions. With the passage of years, many things have transformed my hardship and pain into a permanent reminder that I, despite the obstacles that I face, can conquer the world to make myself the person of my father's dreams.

POEMS

A Journey

Anisha Gupta, Diksha Dawar

Gurman Kaur, Bhawna Pal

PGDM (2013-15)

Going ahead on the path of life,
Always trying to break the ice,
Our journey keeps us heading in a certain direction,
Let happiness be our destination!
Let our trademark be our smile and
Let us not resent a single mile.
Let the travelling never end,
That's actually where the journey begins.
Climbing higher than ever before,
There were still a few more steps to go,
Someday we would find ourselves reach the end,
And then our hearts would be full of content.

Moments

Ankit Pandey

PGDM (2014-16)

Just need a moment,
To relax and ponder over the detriment,
To correct and implement
No time to waste,

Every time in haste,
They don't rest.
Some moments to think,
And write down with ink,
And then blink
Some moments of golden sunshine barking,
Some desires still asking,
I am unaccomplished, please carry tasking.
Some moments to express love,
Like calm and peaceful dove,
I plead to life carry me, put me in a cove.
Some moments of success,
After a mass mess,
I covet nothing more than to win the race.
Some moments of glory,
After a long tedious story,
And I solicit the hurt people sorry
Some moments to rest in peace,
And the rest to cease,
To be completely at ease
Some moments of leisure,
To access pleasure,
I fetch in myself, the buried treasure
Some moments of power,
To clean and flower,
To prevent being a cower

College Days

Anku Sinha, Roma Priya

Monika, Juli

PGDM (2013-15)

Those were the days when life was fun,
No more uniform and no more mum
Chit Chat whole day and night,
Making friends was a sweet delight
We don't want to leave this place
We're gonna miss our college days
It gave us lots of FRIENDS
Everyone with different Trends
The lecture, the canteen, the Maggie we'll miss,
Journey to the college was really bliss
If we have an option, we will come back
To re-live the things which were left back...

Nature

Garima Khanna

PGDM (2014-16)

Nature Nurtures
So save for future
She is like our tutor!
Contains river and seas
Also the fruit giving trees!
Contains beautiful flowers

At night some shining stars!
In the morning rises the sun
Like a ball that burns!
But pollution is everywhere
So of nature we need to care!

Reality of life

Dipika Negi

PGDM (2014-16)

Sunrises with the opportunities,
And sets with dreams.
Opportunities give rise to hope,
And hope gives rise to aspirations.
Experience makes a person perfects,
And Perfections is the secret of successful life.
Success is the source of encouragement,
And encouragement is a key for achieving goals.
Goals, when accomplished give happiness,
And happiness is the essence of life.

Those were the days

Garima Khanna

PGDM (2014-16)

Those were the days,
When father used to hold the hand and cross the road,
When mother used to run before and asked to lat.
Those were the days,

When spending hours with friends and playing made happy,

When no pressure was levied.

Those were the days

When singing birds looked joyful, noisy cars looked awful.

Those were the days,

When bag was light and dreams were at height.

Those were the days,

When night made us sad and being at play made us glad.

Those were the days

I never used to think about the future and

Always focused at cartoons and ice-creams.

Those were the days,

When no one seemed to be competitor

and welcomed to play and enjoy.